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Council Building
2 High Street
Perth
PH1 5PH

08/12/2021

A virtual meeting of **Perth and Kinross Council** will be held on **Wednesday, 15 December 2021** at **09:30**.

If you have any queries please contact Committee Services on (01738) 475000 or email Committee@pkc.gov.uk.

THOMAS GLEN
Chief Executive

Those attending the meeting are requested to ensure that all notifications are silent on their device and other devices are in silent mode.

Please note that the meeting will be broadcast online and recorded. The recording will be publicly available on the Council's website following the meeting.

Members:

Provost D Melloy
All Councillors

Perth and Kinross Council

Wednesday, 15 December 2021

AGENDA

MEMBERS ARE REMINDED OF THEIR OBLIGATION TO DECLARE ANY FINANCIAL OR NON-FINANCIAL INTEREST WHICH THEY MAY HAVE IN ANY ITEM ON THIS AGENDA IN ACCORDANCE WITH THE COUNCILLORS' CODE OF CONDUCT.

Report by Head of Legal and Governance Services (copy herewith 21/248)

11   **UPDATES TO SCHEME OF ADMINISTRATION**
(copy to follow)

12   **STANDARDS COMMISSION FOR SCOTLAND - CASE NO. LA/PK/3477 - PERTH AND KINROSS COUNCIL**
Council is asked to note the finding of no breach of compliance with the Councillors' Code of Conduct in relation to Case No. LA/PK/3477 (link below):

Cases - Referral Decisions, Forthcoming Hearings and Hearing Determinations | The Standards Commission for Scotland (standardscommissionscotland.org.uk)

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All Council Services can offer a telephone translation facility.

PERTH AND KINROSS COUNCIL

Minute of special meeting of Perth and Kinross Council held virtually on Wednesday 25 October 2021 at 10.00am.

Present: Provost D Melloy, Councillors C Ahern, A Bailey, M Barnacle, L Barrett, P Barrett, R Brock, A Coates, H Coates, S Donaldson, E Drysdale, J Duff, A Forbes, D Illingworth, I James, A Jarvis, G Laing, M Lyle, I Massie, R McCall, S McCole, X McDade, T McEwan, A Parrott, B Pover, C Purves, J Rebbeck, C Reid, W Robertson, F Sarwar, C Shiers, L Simpson, F Smith, C Stewart, R Watters, M Williamson and W Wilson.

In Attendance: B Renton, Interim Chief Executive and Executive Director (Communities); C Mailer, Depute Director (Communities); J Pepper, Depute Director (Education and Children's Services); K Donaldson, Chief Operating Officer; G Paterson, Chief Officer/Director – Integrated Health and Social Care; L Simpson, C Flynn, S Hendry, K Molley, S Mackenzie, S Walker, P Johnstone, A Brown, M Pasternak, B Parker and A McMeekin (all Corporate and Democratic Services).

Apologies: Councillors K Baird, B Brawn and T Gray.

Provost D Melloy, Presiding

1. WELCOME AND APOLOGIES

The Provost welcomed all those present to the meeting and apologies were submitted and noted as above.

2. DECLARATIONS OF INTEREST

In terms of the Councillors' Code of Conduct:
(i) Councillor E Drysdale declared a non-financial interested in Item 5 as Convener of Audit Committee.
(ii) Councillors S Donaldson declared a non-financial interested in Item 5 as Vice-Convener of Audit Committee.
(iii) Councillors E Drysdale, J Duff, C Purves and X McDade declared a non-financial interested in Item 4 as members of Perth and Kinross Integration Joint Board.
(iv) Councillors C Ahern, A Jarvis and S McCole declared a non-financial interested in Item 4 as a proxy member of Perth and Kinross Integration Joint Board.

3. MINUTES

(i) Minute of meeting of the Pre-Determination Committee of 30 August 2021

The minute of the meeting of the Pre-Determination Committee of 30 August 2021 be approved as a correct record and authorised for signature.

(ii)   Minute of special meeting of Perth and Kinross Council of 30 August 2021

The minute of the special meeting of Perth and Kinross Council of 30 August 2021 be approved as a correct record and authorised for signature.

(iii)   Minute of special meeting of Perth and Kinross Council of 6 October 2021

The minute of the special meeting of Perth and Kinross Council of 6 October 2021 be approved as a correct record and authorised for signature.

4.   SCOTTISH GOVERNMENT CONSULTATION: NATIONAL CARE SERVICE

There was submitted a report by the Interim Chief Executive (21/185) providing information in support of a response to the Scottish Government consultation on the creation of a National Care Service (NCS). The establishment of a NCS proposes significant and radical change for local government and proposes an outline structure to support service delivery for all social care and social work services.

Resolved:
(i)   The content of the Consultation response under the six headings, as attached at Appendix 1 to Report 21/185, be approved.
(ii)   The Interim Chief Executive be requested to submit a response to the Scottish Government in the required format by the due date of 2 November 2021.

Councillors S Donaldson, E Drysdale and S McCole requested that their dissent to the decision be recorded.

THERE FOLLOWED A 10 MINUTES RECESS.

THE MEETING RECONVENED AT 12.00 NOON.

5.   AUDITED ANNUAL ACCOUNTS 2020/21 AND ANNUAL AUDIT REPORT TO THE MEMBERS OF PERTH & KINROSS COUNCIL AND THE CONTROLLER OF AUDIT FOR THE YEAR ENDED 31 MARCH 2021

There was submitted a report by the Head of Finance (21/186) presenting the Council's Audited Annual Accounts for financial year 2020/21 in accordance with the Local Authority Accounts (Scotland) Regulations 2014 and includes the Annual Audit Report to the Members of Perth & Kinross Council and the Controller of Audit for the Year Ended 31 March 2021.

Resolved:
(i)   The 2020/21 Audited Annual Accounts be noted.
(ii)   The contents of KPMG's Annual Audit Report to the Members of Perth & Kinross Council and the Controller of Audit for the year ended 31 March 2021 be noted.

6.   JANUARY – MAY 2022 PROPOSED COMMITTEE TIMETABLE

Resolved:
The proposed timetable of committees from January – April 2022, be agreed.

7.   UPDATES TO SCHEME OF ADMINISTRATION

Resolved:
The proposed updates to the Scheme of Administration, be agreed.

PERTH AND KINROSS COUNCIL

Minute of special meeting of Perth and Kinross Council held virtually on Wednesday 15 November 2021 at 9.30am.

Present: Provost D Melloy, Councillors K Baird, C Ahern, A Bailey, M Barnacle, L Barrett, P Barrett, B Brawn, R Brock, A Coates, H Coates, S Donaldson, E Drysdale, J Duff, A Forbes, T Gray, D Illingworth, I James, A Jarvis, G Laing, M Lyle, I Massie, R McCall, S McCole, X McDade, T McEwan, A Parrott, B Pover, C Purves, J Rebbeck, C Reid, W Robertson, F Sarwar, C Shiers, L Simpson, F Smith, C Stewart, R Watters, M Williamson and W Wilson.

In Attendance: T Glen, Chief Executive; B Renton, Executive Director (Communities); C Mailer, Depute Director (Communities); J Pepper, Depute Director (Education and Children's Services); K Donaldson, Chief Operating Officer; G Paterson, Chief Officer/Director – Integrated Health and Social Care; L Simpson, S Hendry, S Mackenzie, S Walker, P Johnstone, A Brown and M Pasternak (all Corporate and Democratic Services).

Provost D Melloy, Presiding

TRIBUTE TO THE LATE FORMER COUNCILLOR JACK COBURN

The Provost paid tribute to the late former Councillor Jack Coburn who had sadly passed away recently and the Council observed a minute silence.

Several other elected members also paid further tribute and passed on their condolences to family and friends.

1. WELCOME AND APOLOGIES

The Provost welcomed all those present to the meeting.

The Provost particularly welcomed Thomas Glen, Chief Executive, to his first Council meeting following his recent appointment. Thanks were expressed to Barbara Renton, Executive Director (Communities) who had recently served as Interim Chief Executive.

2. DECLARATIONS OF INTEREST

Councillors X McDade and L Barrett declared non-financial interest in Item 3(i) on the agenda.

3. MOTIONS

In terms of Standing Order 9.3(b) the Provost ruled that the following emergency motion (3(i)) should in his opinion be considered due to the continuing situation that was developing and that this item of business should not be deferred until the next Council meeting.

(i) **Dual Nationals being held in Iranian Prisons**

Motion (Councillors M Williamson and I Massie)

I would like to express my sympathy for the plight of Nazanin Zaghari-Ratcliffe and her family, along with other dual nationals being held in Iranian prisons.

The purpose of this motion is to seek Council's support for the following motion. We are asking the Leader of the Council write to the UK government to request that they explore all possible measures they can take and use every power at their disposal to secure the release of Nazanin Zaghari-Ratcliffe and other British Iranian citizens currently in Iranian prisons.

Resolved:
In accordance with the Motion.

(ii) **Restoration of Title of Lord Provost**

Motion (Councillor C Ahern and I James)

I call on this council to agree that we put in an application to the Platinum Jubilee Civic Honours Competition for the Title of Lord Provost of the City of Perth. Now that we have regained City status this will be the only opportunity for a long time to put in a bid for the Lord Provost of Perth as it has to be during a Platinum year.

Importantly, this is not a request for a new title, it is for "the restoration" of the Title of Lord Provost which was held by the City of Perth for over 300 years; in 1975. It was unjustly removed from Perth because of the formation of Tayside and Perth & Kinross. Perth was the only city in Scotland to lose its ancient civic honours.

Given this history and the opportunity in next year's Platinum Jubilee this is the ideal time to apply. The Title will greatly enhance the status and standing of Perth as a City in Scotland well into the future and it will assist in enhancing civic pride - just as city status did.

Having a Lord Provost would put Perth on a par with Edinburgh, Glasgow, Aberdeen and Dundee. It would elevate Perth's ambition to be considered as a small, but prosperous and high achieving European city, and raise Perth's profile nationally and internationally.

With regard to the Lord Lieutenancy, the Lord Lieutenants of Edinburgh, Glasgow, Aberdeen and Dundee, are the exception, rather than the rule. In England none of the Lord Mayors are ex-

officio Lord Lieutenants of their cities. The two roles are quite separate. Indeed, when Perth had a Lord Provost up to 1975, that person was not the Lord Lieutenant - the only Lord Provost in Scotland who was not also the Lord Lieutenant of his area. There is no reason why that should not be the case once again.

Finally, it is significant that the Stone of Scone is at last being returned home to Perthshire following the decision made by the Commissioners of Regalia on behalf of Her Majesty the Queen. Given that we have now been restored City status and the Stone will be returning to Perthshire it would seem logical to have the Title of Lord Provost restored as well.

In terms of Standing Order 17.1, Councillor X McDade, seconded by Councillor A Bailey, moved a procedural motion that no further questioning or discussion took place and, unless an Amendment was moved and seconded, that the Motion be agreed.

In terms of Standing Order 17.3 a simple majority for/against vote was taken.

22 Members voted for as follows:
Councillors C Ahern, A Bailey, K Baird, M Barnacle, B Brawn, R Brock, A Coates, H Coates, J Duff, A Forbes, D Illingworth, I James, A Jarvis, M Lyle, R McCall, X McDade, Provost D Melloy, C Purves, C Reid, C Shiers, F Smith and C Stewart.

18 Members voted against as follows:
Councillors L Barrett, P Barrett, S Donaldson, E Drysdale, T Gray, G Laing, I Massie, S McCole, T McEwan, A Parrott, B Pover, J Rebbeck, W Robertson, F Sarwar, L Simpson, R Watters, M Williamson and W Wilson.

The procedural motion was therefore carried.

Resolved:
In accordance with the Motion.

Note - Councillors T McEwan, G Laing, A Parrott, R Watters, E Drysdale and S McCole recorded their dissent at the decision to not allow further questioning or discussion on the Motion.

4.   MEDIUM TERM FINANCIAL PLAN

There was submitted a report by the Head of Finance (21/212) (1) updating the Medium-Term Financial Plan (MTFP) approved by Council on 30 September 2020 (Report No. 20/174 refers); (2) summarising the implications of the latest projections on future Council General Fund Revenue Budgets over the medium term and providing an update on the Council's Capital Budget, Housing Revenue Account and Reserves position; and (3) setting out a proposed approach to the development of the Revenue and Capital Budgets.

Motion (Councillors M Lyle and J Duff)

(i)   **The Head of Finance be requested to maintain the Medium-Term Financial Plan and further refine the assumptions which underpin it.**

(ii)   **The setting of the 2022/23 Final Revenue Budget on 23 February 2022 be approved.**

(iii)   **The redesignation of £7.614 million from the Covid-19 earmarked Reserve to support the 2022/23 Revenue Budget be approved.**

(iv)   **The submission of the updated Reserves Strategy to the Council in February 2021 be approved.**

(v)   **The un-earmarking of £4.1 million from the Covid-19 earmarked Reserve be approved.**

(vi)   **The proposals to determine the Housing Revenue Account (HRA) Budget and rent levels for 2022/23 and the five-year Housing Investment Programme at the meeting of the Housing and Communities Committee in January 2022 be endorsed.**

Amendment (Councillors A Bailey and X McDade)

In accordance with the Motion, but replace 13.7.2 with:

Approves the setting of the 2022/23 Final Revenue Budget on 23 February 2022 and remits officers to produce indicative revenue budgets for the financial years 2023/24 and 2024/25.

THERE FOLLOWED A RECESS AND THE MEETING RECONVENED AT 11.16AM.

In terms of Standing Order 21.3 a roll call vote was taken.

34 Members voted for the Motion as follows:
Councillors C Ahern, K Baird, M Barnacle, L Barrett, P Barrett, B Brawn, A Coates, H Coates, S Donaldson, E Drysdale, J Duff, A Forbes, T Gray, D Illingworth, I James, G Laing, M Lyle, I Massie, R McCall, S McCole, T McEwan, Provost D Melloy, A Parrott, B Pover, J Rebbeck, C Reid, W Robertson, F Sarwar, C Shiers, L Simpson, F Smith, R Watters, M Williamson and W Wilson.

5 members voted for the Amendment as follows:
Councillors A Bailey, R Brock, X McDade, C Purves and C Stewart.

1 member Abstained as follows:
Councillor A Jarvis

Resolved:
In accordance with the Motion.

THERE FOLLOWED A RECESS AND THE MEETING RECONVENED AT 11.30AM.

5. CLIMATE CHANGE COMMITMENTS

There was submitted a report by the Executive Director (Communities) (21/209) (1) informing Council of the Covenant of Mayors, the Edinburgh Declaration and the Glasgow Food and Climate Declaration, outlining the commitments required for each and (2) seeking approval for the Council to become signatories to the declarations, demonstrating the Council's ongoing commitment to tackle climate change, in advance of the Climate Change Action Plan being submitted to Council at its next meeting.

Resolved:

It be agreed that Perth and Kinross Council commit to the following initiatives:
(i)   The Global Covenant of Mayors;
(ii)   Glasgow Food & Climate Declaration; and
(iii)   Edinburgh Declaration on post-2020 global biodiversity framework.

6. LOCAL CHILD POVERTY ACTION REPORT

There was submitted a report by the Depute Director (Communities) and the Child Poverty Lead (21/210) (1) presenting the third Perth & Kinross Local Child Poverty Action Report (LCPAR) November 2020 – May 2021, to be submitted to the Scottish Government; and (2) providing a brief update following the previous report which covered the period May 2019 – November 2020.

Resolved:

(i)   The Local Child Poverty Action Report be noted.
(ii)   The next steps and actions outlined within the Local Child Poverty Action Report be noted.
(iii)   It be noted that feedback and further updates on the Local Child Poverty Action Report will be brought back to the Community Planning Partnership and then to Council.

7. SERVICE DELIVERY ARRANGEMENTS TO MARK QUEEN'S PLATINUM JUBILEE IN JUNE 2022

There was submitted a report by the Corporate Human Resources Manager (21/211) seeking approval of the leave and service delivery arrangements that will allow the Council to mark the Queen's Platinum Jubilee in June 2022.

Motion (Councillors M Lyle and J Duff)

Council approves the following proposals:

Education Settings

(i)   School and local authority nursery setting closure on Thursday 2 June 2022 and Friday 3 June 2022, facilitated by the redesignation of the UK Early Bank Holiday (2 May 2022) observed in schools to Thursday 2 June 2022 and one additional day's leave to be taken on Friday 3 June 2022.

(ii)   **Apply to Scottish Government for an exemption to reduce the school teaching year from 190 to 189 days in the academic year 2021/22.**

All Other Council Workplaces

(iii)   **Minimal staffing on Thursday 2 June 2022, with the option for employees to apply for a day's leave from their own entitlement, subject to operational requirements.**

(iv)   **All other Council workplaces to be closed facilitated by one additional day's leave to be taken on Friday 3 June 2022.**

(v)   **Essential services to be maintained on Friday 3 June 2022 to enable the Council to respond to any emergencies in our communities.**

All Employee Groups

(vi)   **Compensatory arrangements for employees who are not scheduled to work on Friday 3 June 2022 to ensure fairness and equality. This would include time off in lieu for employees who are required to work to maintain essential services.**

Amendment (Councillors J Rebbeck and F Sarwar)

In accordance with the Motion but with the following changes:

To delete:

3.2(1) which says "School and local authority nursery setting closure on Thursday 2 June 2022 and Friday 3 June 2022 facilitated by the redesignation of the UK Early Bank Holiday (2 May 2022) observed in schools to Thursday 2 June 2022 and one additional days leave to be taken on Friday 3 June 2022".

To be replaced by:

"School and local authority setting to be closed on Friday 3 June 2022 to be facilitated by one additional days leave to be taken on Friday 3 June 2022".

In terms of Standing Order 21.3 a roll call vote was taken.

25 Members voted for the Motion as follows:
Councillors C Ahern, K Baird, M Barnacle, L Barrett, P Barrett, B Brawn, A Coates, H Coates, J Duff, A Forbes, D Illingworth, I James, A Jarvis, M Lyle, R McCall, X McDade, Provost D Melloy, C Purves, C Reid, W Robertson, C Shiers, L Simpson, F Smith, C Stewart and W Wilson.

15 members voted for the Amendment as follows:
Councillors A Bailey, R Brock, S Donaldson, E Drysdale, T Gray, G Laing, I Massie, S McCole, T McEwan, A Parrott, B Pover, J Rebbeck, F Sarwar, R Watters and M Williamson.

Resolved:
In accordance with the Motion.

8. APPOINTMENT OF TEMPORARY POLLING PLACES

There was submitted a report by the Chief Executive (21/213) seeking views on several temporary changes to polling places through to December 2022.

Resolved:

(i)   The use of St Anne's Church Hall for the PBM register through to 31 December 2022 be approved.

(ii)   The permanent use of the North Inch Community Campus (library) for the PCW register be approved.

(iii)   The creation of a new polling district for the Bertha Park area and that a community facility in the vicinity of Bertha Park High School be designated as the polling place for the residents be approved.

(iv)   The appointment of Caputh Village Hall as the permanent polling place for the PCP polling district be approved.

(v)   Authority be delegated to the Chief Executive, in consultation with Ward elected members, to make adjustments to polling places (only as a result of unforeseen circumstances and where timescales do not permit formal consideration by the Council).

9. APPOINTMENTS TO COMMITTEES/OUTSIDE BODIES

(i)   Tay Cities Region Joint Committee Vice-Convener

Currently the Convener of the Tay Cities Region Joint Committee sits with Dundee City Council and the position of Vice-Convener with Angus Council. From December 2021 the Convener will be appointed by Angus Council and the Vice-Convener by Perth and Kinross Council. The Council's representatives on the Joint Committee are Councillors G Laing, M Lyle and C Stewart.

It be agreed that Councillor M Lyle be the Vice-Convener of the Joint Committee from December 2021.

(ii)   Tayside Contracts Joint Committee

It be agreed that Councillor B Brawn be appointed to the vacant position on the Tayside Contracts Joint Committee.

PERTH AND KINROSS COUNCIL

Scrutiny Committee – 29 November 2021
Council – 15 December 2021

PERTH AND KINROSS CHILD PROTECTION COMMITTEE
STANDARDS AND QUALITY REPORT 2020/2021

Report by Jacquie Pepper, Chief Social Work Officer
(Report No. 21/225)

PURPOSE OF REPORT

Perth and Kinross Child Protection Committee (CPC), in compliance with Scottish Government guidance, publishes an annual Standards and Quality (S&Q) report. The S&Q report for the academic year 2020/2021 provides an overview of the key activities and work of the CPC partners to protect children and young people from harm, abuse and exploitation.

This year's report describes the impact of the COVID-19 pandemic on children, young people, and families, how performance has been maintained, and how services and agencies have successfully adapted. This report also confirms that the CPC continues to focus on learning and improvement and has prepared a programme of improvement work for 2021 and beyond.

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1. **BACKGROUND/MAIN ISSUES**

1.1 All Child Protection Committees in Scotland are encouraged to publish an Annual Report in compliance with the requirements described in *Protecting Children and Young People: Child Protection Committee and Chief Officer Responsibilities* (Scottish Government: February 2019). This (S&Q) report covers the work of the CPC for the academic year from 1 August 2020 to 31 July 2021.

1.2 The S&Q report reflects the Care Inspectorate's Quality Indicator Framework: *A quality framework for children and young people in need of care and protection* (Care Inspectorate: Revised 2019).

1.3 The S&Q report presents an overview of performance in services to protect children and young people and is based on sound evidence, obtained through a range of single and multi-agency quality assurance and self-evaluation activities. It describes achievements, key strengths and areas for further improvement. This report also describes the impact of the COVID-19 pandemic, and more importantly, how services and agencies have successfully adapted and continued to meet demands.

1.4 The S&Q report confirms that the CPC continues to be a listening, learning and improving CPC, and the report sets out the CPC's shared programme of improvement work for 2021 and beyond.

This improvement programme has been informed by various national and local drivers; including legislative and policy changes; planning and

self-evaluation frameworks; recent local self-evaluation and review activities; and research into Tayside Initial Case Reviews (ICRs) and Significant Case Reviews (SCRs) commissioned by the Tayside Regional Improvement Collaborative (TRIC).

1.5   Page 5 of the S&Q report provides a summary infographic. It identifies the key changes in the volume and activity of key multi-agency child protection processes.

1.6   The reporting and analysis of performance data has continued to improve over the last year. The CPC has continued to receive more frequent data in a more integrated way as a result of the improved governance for child protection during the pandemic. The headline statistical data, presented on pages 8 to 18 of the S&Q report, has been expanded to include additional key performance indicators and the report benefits from more detailed multi-agency contextual analysis and narrative.

1.7   The data shows that the number of Child Concern Reports (CCRs)[1] has risen for a fifth successive year; by far the majority of CCRs continue to come from Police Scotland. The number of children and young people, who have been the subject of an inter-agency referral discussion (IRDs)[2] and the number of child protection investigations have continued to increase continuing a year-on-year trend for the last five years. There has also been an increase in the number of joint investigative interviews and joint paediatric forensic medical examinations.

1.8   The number of unborn baby referrals received has increased over the last year (134 in 2020/21 compared to 92 in 2019/20). The number of unborn babies being considered at pre-birth child protection case conferences has risen significantly (33 in 2020/21 compared to 18 in 2019/20). Of the 33 unborn babies considered at a pre-birth child protection case conference, 31 (94%) went on to be placed on the child protection register (CPR). This suggests that practice continues to be effective, and that frontline staff have remained alert to risks and vulnerability in pregnancy throughout the pandemic. The additional resource approved by Council in 2019/20 (which provided the equivalent of 4.0 full time employees (FTE) social workers for two years in to Services for Children Young People and Families) has helped to mitigate the unprecedented demands experienced in the first 6 months of the pandemic and expanded the ability to provide intensive and flexible family support in evenings and weekends.

1.9   The number of children and young people being considered at initial child protection case conferences has fallen sharply this year (72 in 2020/21 compared to 110 in 2019/20). Of these, 51 (71%) children and young people's names were placed on the CPR. Whilst the conversion rate has reduced from

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[1] Note: A Child Concern Report (CCR) is a mechanism by which any practitioner or manager across the public, private or third sector, or indeed, any member of the public, can raise any worry or concern they may have about a child or young person's health and/or wellbeing.

[2] Note: An IRD is a discussion between practitioners, services, or agencies, where a child concern report and/or multi-agency screening arrangements have determined that a child or young person may need care and protection from harm, abuse, or neglect; or there is a likelihood or risk of significant harm, abuse, or neglect.

90% in 2019/20, this remains relatively high. Unborn babies, children and young people placed on the CPR are the subject of a multi-agency child protection plan.

1.10   In 2020/21, there were 95 new CPR registrations during the year compared to 138 in 2019/20 in line with the reduction in the number of children and young people being considered at child protection case conferences. The number of children and young people whose names were included on the CPR on 31 July 2021 was 69 compared to 97 in 2020. This is directly attributable to new and creative ways of working as a consequence of the COVID-19 pandemic. A resumption of virtual multi-agency case conferences; including review case conferences has re-enabled multi-agency decision-making to take place more effectively and frequently. The return of children and young people to early learning and childcare and schools, as restrictions have eased, has also meant that the protective factors of universal services have contributed to decisions to remove children's names from the CPR.

1.11   The areas for concern, for children in need of protection, continue to be parental mental ill-health, domestic abuse and parental alcohol or drug use; sometimes referred to as the *"trio of risk"*. Neglect and non-engagement also continue to feature highly. It is also recognised that in the majority, if not all of these cases, there will be an element of emotional abuse.

1.12   The data and information provided by the Scottish Children's Reporter Administration (SCRA) has been expanded, by The Reporter, to demonstrate the impact of COVID-19 and resulting Scottish Government emergency legislation and guidance on Children's Hearings.

1.13   Overall, there has been a reduction in both the number of referrals and the number of children and young people referred to SCRA. The CPC continues to monitor the use of legal measures, including the number of children subject to compulsory supervision orders (CSOs). This has increased slightly by 3% and attributable to the reduced capacity to arrange hearings and to terminate CSOs.

1.14   The number of child protection orders (CPOs) has decreased (25 in 2020/21 compared to 32 in 2019/20. The Reporter has proposed that despite the COVID-19 restrictions, vulnerable children and young people in Perth and Kinross have continued to be seen and early intervention and support arrangements have been effective in avoiding the need for compulsory measures of care.

1.15   The S&Q report evidences a continually improving picture in respect of listening to and engaging with children and young people, with access to independent advocacy support. These services have successfully adapted to the COVID-19 restrictions through a creative and blended approach to contact, visits and engagement.

The commitment to seeking and representing the views of children and young people in key child protection processes has been continued, and in many ways enhanced, through innovative working and the use of existing and new technologies.

1.16   The S&Q report acknowledges that whilst there has been no multi-agency face-to-face child protection training carried out since March 2020, the CPC has

successfully adapted its existing multi-agency child protection training offer and developed a range of alternative options. This includes new courses via online modules and webinars.

1.17 The Perth and Kinross CPC continues to have a very good virtual presence and footprint on social media platforms (Twitter and Facebook) and has supported periodic national child protection campaigns from CPCScotland. The public facing website has been refreshed and there are plans to revive the key message that child protection is everyone's job over the winter months of 2021/22.

1.18 A clear demonstration of that commitment and approach to learning and improvement can be found on pages 37 to 39 of the S&Q report, which highlights the ongoing work of the TRIC Priority Group 5 (PG5): Safeguarding and Child Protection which continues to provide added value to the work of the CPC. Of particular note, is the commissioned research work completed this year by Dr Sharon Vincent of Northumbria University, into case reviews carried out over a three-year period across Tayside. This has provided a sound evidence base for both the TRIC PG5 and the CPC planned improvement work for the next two years.

1.19 The S&Q report evidences the collective commitment to leadership, as we continue to emerge from, and recover from, the COVID-19 pandemic. It describes how we have developed our protecting people (public protection) arrangements, and more importantly, the shared commitment to change and improvement. This is evidenced within the CPC Improvement Plan 2021 - 2023 (Appendix 2).

2.   CONCLUSION AND RECOMMENDATIONS

2.1 In conclusion, the Perth and Kinross CPC annual S&Q report provides a comprehensive overview and analysis of the work across all partners to keep children and young people safe and protected. It clearly sets out the extent to which the CPC, managers and staff have prioritised their work to support the most vulnerable and at-risk children and young people through the challenges of the pandemic. Notably, child protection partnership arrangements have been strengthened and there has been a sharper focus and attention to performance information to ensure that key processes remained highly effective.

This report provides evidence that risk and vulnerability has continued to be identified and that child protection processes have ensured an effective response to children and young people.

There are new pressures and demands arising as a result of the new context presented by the pandemic and the CPC's S&Q report clearly shows that these are being monitored closely, analysed, and understood. The additional resource, approved by Council in 2019/20 (which provided the equivalent of 4.0 FTE social workers for two years into Services for Children Young People and Families), has helped to mitigate the unprecedented demands experienced in the first six months of the pandemic and expanded the ability to provide intensive and flexible family support in evenings and weekends. The continued need for

additional resourcing in to child protection beyond the two years will be kept under review.

2.1.1   It is recommended that the Scrutiny Committee:

(i)   Scrutinises and comments as appropriate on the Perth and Kinross Child Protection Committee Standards and Quality Report 2020/2021 (Appendix 1) and the contents of the Perth and Kinross CPC Improvement Plan 1 August 2021 – 31 July 2023 (Appendix 2).

2.1.2   It is recommended that Council:

(i)   Notes the wide range of work being carried out by Perth and Kinross Council, and partners through the CPC to provide high quality services to protect children and young people, in particular, the high-level commitment to continuous improvement through self-evaluation; and

(ii)   Endorses the contents of this report and the Perth and Kinross Child Protection Committee Standards and Quality Report 2020/2021 (Appendix 1) and the contents of the Perth and Kinross CPC Improvement Plan 1 August 2021 – 31 July 2023 (Appendix 2).

Author

Name	Designation	Contact Details
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Approved

Name	Designation	Date
Sheena Devlin	Executive Director (Education and Children's Services)	2 November 2021

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You can also send us a text message on 07824 498145.

All Council Services can offer a telephone translation facility.

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	**Yes**
Corporate Plan	**Yes**
Resource Implications	
Financial	**N/A**
Workforce	**N/A**
Asset Management (land, property, IST)	**N/A**
Assessments	
Equality Impact Assessment	**N/A**
Strategic Environmental Assessment	**N/A**
Sustainability (community, economic, environmental)	**N/A**
Legal and Governance	**N/A**
Risk	**N/A**
Consultation	
Internal	**Yes**
External	**Yes**
Communication	
Communications Plan	**N/A**

1. Strategic Implications

Community Plan/Single Outcome Agreement

1.1 This section sets out how the proposals relate to the delivery of the Perth and Kinross Community Plan/Single Outcome Agreement in terms of the following priorities:

(i) Giving every child the best start in life;
(ii) Developing educated, responsible and informed citizens;
(iii) Promoting a prosperous, inclusive and sustainable economy;
(iv) Supporting people to lead independent, healthy and active lives; and
(v) Creating a safe and sustainable place for future generations.

This report relates to Objective No (i).

Corporate Plan

1.2 This section sets out how the proposals relate to the achievement of the Council's Corporate Plan Objectives.

(i) Giving every child the best start in life;
(ii) Developing educated, responsible and informed citizens;
(iii) Promoting a prosperous, inclusive and sustainable economy;
(iv) Supporting people to lead independent, healthy and active lives; and
(v) Creating a safe and sustainable place for future generations.

This report relates to Objective No (i).

1.3   The report also links to the Education & Children's Services Vision, Values and Priorities in respect of the following key Priority area:

- Safe and Protected

2.   Resource Implications

Financial

2.1   There are no known resource implications at this time.

Workforce

2.2   There are no known workforce implications at this time.

Asset Management (land, property, IT)

2.3   There are no asset management implications at this time.

3.   Assessments

Equality Impact Assessment

3.1   This report has been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:

(i)   Assessed as **not relevant** for the purposes of EqIA.

Strategic Environmental Assessment

3.2   The matters presented in this report were considered under the Environmental Assessment (Scotland) Act 2005 and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

Sustainability

3.3   Not Applicable.

Legal and Governance

3.4   There are no legal implications at this time.

3.5   N/A

Risk

3.6   There are no associated risks at this time.

4.   Consultation

<u>Internal</u>

4.1   The Head of Democratic Services, Head of Finance, Head of Legal Services, Head of Human Resources, the Children, Young People and Families Partnership, Education and Children's Service's Senior Management Team and the Child Protection Committee and partners have been consulted in the preparation of this report.

<u>External</u>

4.2   The Child Protection Committee and partners have been consulted in the preparation of this report.

5.   Communication

5.1   There are no communication issues at this time.

2.   BACKGROUND PAPERS

None.

3.   APPENDICES

Appendix 1:   Perth and Kinross Child Protection Committee Standards and Quality Report 2020/2021

Appendix 2:   Perth and Kinross CPC Improvement Plan 1 August 2021 – 31 July 2023

FINAL DRAFT

Standards and Quality Report 2020/2021

Protecting Children and Young People: It is Still Everyone's Job

Contents

Guardian/Keeper:	**Perth and Kinross Child Protection Committee (CPC) Standards and Quality Report 2020/2021**
Version Number:	1.0
Approved by CYPFP:	TBC
Approved by CPC:	31 August 2021
Publication Date:	TBC
Effective From:	TBC
Review Date:	N/A
ECHR Compliant:	Yes
Diversity Compliant:	Yes
Data Protection / GDPR Compliant:	Yes
FOI Compliant:	Yes
Health & Safety Compliant:	Yes

Preface by the Children, Young People and Families Partnership

The Chief Officers of the public sector organisations in Perth and Kinross, Elected Members of Perth and Kinross Council (PKC), Tayside NHS Board and the Command Team of Police Scotland's Tayside Division, are once again pleased to support the Perth and Kinross Child Protection Committee (CPC) Standards and Quality Report 2020/2021.

The Children, Young People and Families Partnership (CYPFP) continually strives for excellence in our children's services and continues to provide strong and robust collective leadership; direction; governance; scrutiny; challenge and support to the work of the CPC. Our individual and collective commitment to the *protection* of children and young people in Perth and Kinross remains paramount.

It is our firm belief that *safeguarding, supporting* and *promoting* the *wellbeing* of all children and young people and protecting them from harm, abuse and exploitation is *everyone's job.* We take this responsibility very seriously and we are committed to *enabling all children and young people to be the best they can be* and to achieving our shared, ambitious and compelling vision that our *children and young people will have the best start in life and Tayside will be the best place in Scotland to grow up.*

Last year, we acknowledged the significant impact the COVID-19 pandemic was having on the lives of children and families and we reported on the way our services were continuously adapting to ensure children and young people across Perth and Kinross were kept safe and protected from further harm and abuse.

This flexible approach continues and as leaders, through the CYPFP and the Perth and Kinross Public Protection Chief Officers' Group (COG), we continue to work collectively together to ensure key child protection services and processes remain properly resourced and in many areas of practice, enhanced and enabled by new ways of working and/or new technologies, to ensure children, young people and families are kept safe and continue to get the help they need, when they need it.

Whilst we are pleased that this report shows our child protection services continue to improve, we continue to remain vigilant. Going forward, we are not complacent and together with the CPC, we strive for excellence, continuous improvement and to realise fully our capacity for improvement.

We commend and endorse this CPC Standards and Quality Report for 2020/2021.

Barbara Renton
Interim Chief Executive
Perth and Kinross Council

Grant Archibald
Chief Executive
NHS Tayside

Phil Davison
Chief Superintendent
Police Scotland – Tayside Division

John Cunningham
Locality Reporter Manager
Scottish Children's Reporter Administration

Date: TBC

Introduction by the Independent Chair of Perth and Kinross CPC

Welcome to our CPC Standards and Quality Report 2020/2021. This report covers the period 1 August 2020 to 31 July 2021.

Once again, this report presents a high-level overview of our multi-agency activity for the past year. This report identifies our *achievements*; *key strengths* and *areas for further improvement*. It also describes *our capacity for improvement* and our ambitious *improvement programme* and *work plan* for the future.

Without doubt, 2020/2021 has been a very challenging year for the CPC and all partners. From March 2020, the COVID-19 pandemic and subsequent restrictions significantly impacted on the way our partnership has traditionally operated and in the way child protection services were delivered. Nevertheless, our strong partnership arrangements have allowed us to quickly change and adapt to new ways of working, and in many aspects, strengthened what was already a very mature and well-established working partnership.

We have continued to support frontline workers to deliver key child protection services and we are working to ensure they remain empowered and enabled to do so; with new and additional learning and development opportunities and with the support of new practice guidance and technologies.

The CPC continues to work in partnership with the CPC Practice Improvement Working Group; the CPC Case Review Working Group; the Tayside Regional Improvement Collaborative (TRIC), in particular with Priority Group 5 (PG5) (Safeguarding and Child Protection) and with the recently established Perth and Kinross Protecting People Coordination Group, which brings together all the local public protection partnerships and key agency partners.

The CPC's ongoing and planned improvement work is now evidenced and articulated in our new CPC Improvement Plan 2021 – 2023; which bring together all our learning from self-evaluation and quality assurance and evidences our commitment to continuous improvement.

We remain clearly focused on practice change and improvement, which empowers and supports a competent, confident and professionally curious workforce. We have made, and we are continuing to make, sustained improvement in our key child protection processes and practices and our capacity to do so remains very strong.

In conclusion, I must acknowledge the hard work, commitment and dedication of all our staff, which remains outstanding and which is improving the life chances of all children, young people and families across Perth and Kinross and keeping them safe.

Bill Atkinson
Independent Chair of Perth and Kinross Child Protection Committee (CPC)

Date: TBC

CPC Standards & Quality Report 2020/21 Summary

Numbers Increasing:

Child Concern Reports (2.4% increase)

IRDs (19% increase)

Child Protection Investigations (10% increase)

Joint Investigative Interviews (17% increase)

Medical Examinations (82% increase)

Unborn Baby Referrals (46% increase)

changes compared with 2019/20

Numbers Decreasing:

Initial CPCC (35% decrease in cases considered)

New registrations on CPR (31% decrease)

Number of re-registrations (from 18% to 4%)

Referrals to Children's Reporter (11% decrease)

Child Protection Orders (22% decrease)

changes compared with 2019/20

Nature of concerns

39% of child concern reports raised involve the **trio of risk.**

Domestic abuse • Mental ill-health • Emotional Abuse • Substance misuse

24% domestic abuse

9% parental mental ill-health

6% problematic parental drug and/or alcohol use

Improvements seen in:

Enhanced data analysis

Increased frequency of monitoring during COVID-19 pandemic

Seeking and listening to views of children and families

Development and adaptation of staff training to online delivery model

Strengths

Strong leadership by Elected Members CYPFP and COG

Strong partnership working with CPC

Continuing to develop a skilled workforce

Continued positive use of Social Media

Integrated data sources

Strong capacity for improvement

Continued recovery from COVID-19

A listening and learning CPC
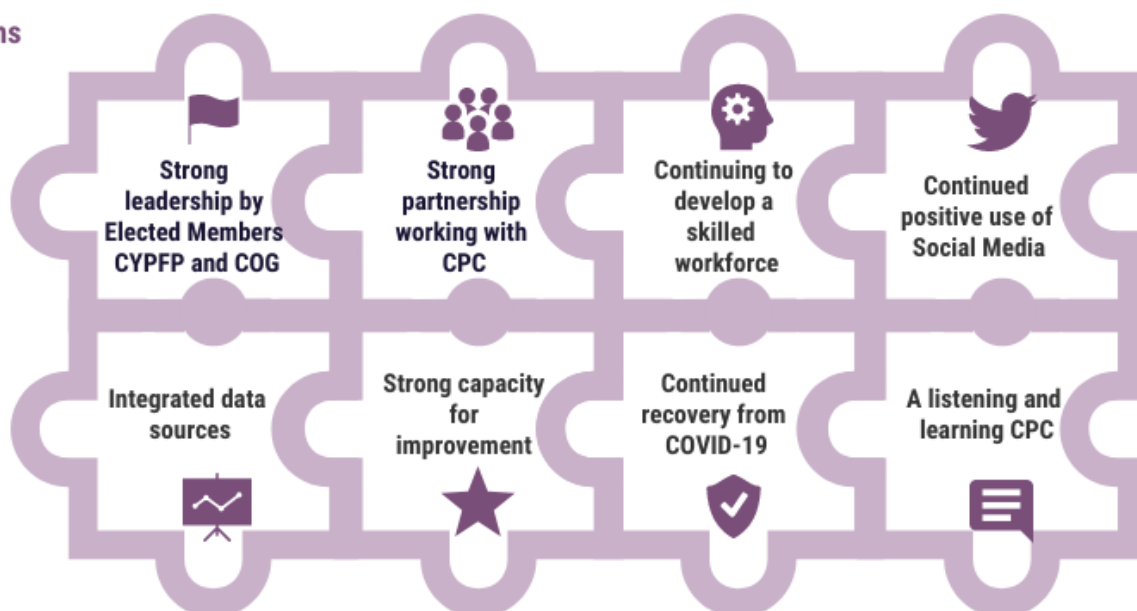
Listening to and Seeking Views from Children and Young People

IAPK Independent Advocacy Perth & Kinross

>100% increase in capacity in 2020/21

452 meetings attended where young people's views were represented

PKAVS

323 number of Young Carers supported in 2020/21

Context

This section sets out our shared, ambitious and compelling vision, and briefly describes the context within which we deliver our services for children, young people and families across Perth and Kinross.

Perth and Kinross

Area

5286 km^2

5th largest area by land mass in Scotland

Population

151,109

mid-year population estimate, NRS, 2020

18% 0-17 years old

12 Electoral wards

40 Councillors

Community planning local action partnership areas

Perth City

Kinross-shire

Almond and Earn

East Perthshire

Strathtay

Highland

Strathearn and Strathallan

NHS Tayside

commissions health care for residents across Tayside

- 3 major hospitals
- community hospitals
- >60 GP surgeries
- local health centres

Police Scotland

Tayside division

7500 km^2

area covered by Tayside command

Our Vision

Our shared, ambitious and compelling Vision, articulated in the Tayside Plan for Children, Young People and Families 2021 – 2023 is that:

> *"Our children and young people will have the best start in life and Tayside will be the best place in Scotland to grow up"*

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Tayside Plan – Our Five Priorities

1. Our children will have the **best start in life** in a nurturing environment
2. Our children and young people will be **meaningfully engaged with high quality learning** experiences to extend their potential
3. Our children will **grow up healthy, confident, and resilient** with improved mental and physical health and strengthened emotional wellbeing
4. Our children, young people and families at risk, who face significant inequalities and disadvantage, will have **improved life chances**
5. Our children and young people are **safe from harm**

National Context

The care and protection of children and young people in Scotland is set within the wider policy context of Getting it right for every child (GIRFEC); the UN Convention on the Rights of the Child and more recently within the findings from the Independent Care Review: The Promise (2020) which clearly advocates Scotland's Ambition for children and young people – w*e grow up loved, safe and respected so that we realise our full potential.*

We also acknowledge The Plan 2021 – 2024 which sets out the current five priority areas and key milestones – *the right to a childhood; whole family support; supporting the workforce; planning and building capacity.*

All are inextricably linked and prerequisites in improving outcomes for children and young people, keeping them safe and protecting them from harm, abuse and exploitation.

Local Context

Within Perth and Kinross, **safeguarding, supporting** and **promoting** the wellbeing of all children and young people and protecting them from harm, abuse and exploitation is **everyone's job and everyone's responsibility**.

We consider this to be a shared responsibility for all practitioners and managers working across the public, private and third sectors.

Child Protection Committee (CPC)

The work of the Perth and Kinross Child Protection Committee (CPC) in protecting children and young people from harm, abuse, neglect and exploitation and in keeping them safe, is fundamental to realising our vision for improving wellbeing and ensuring better outcomes for our most vulnerable and at risk children and young people. The work of the CPC is articulated in CPC Improvement Plan 2021 – 2023, which is aligned with, and supports the Tayside Plan for Children, Young People and Families 2021 – 2023.
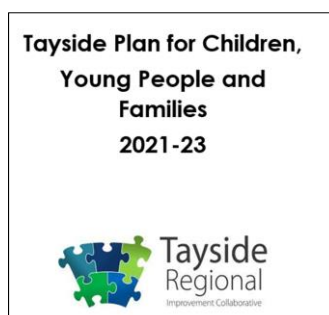
Management Information and Performance Outcomes

This section describes the findings from our CPC multi-agency management information and performance outcome framework and reports on the **headline messages** for 2020/2021.

> **Evaluation: We are confident that, children and young people in need of care and protection are getting the help they need; when they need it and it is the right help; from the right people; at the right time and that we are committed to improving their wellbeing, their life-chances and keeping them safe from harm, abuse and exploitation**

"Chief officers groups require strong oversight of children's service planning, child protection committees and approaches to emerging needs in order to be assured in the robustness of processes, procedures and practice to keep children and young people safe. To do so effectively, analysis of outcome-focussed data must be coupled with keen questioning and constructive challenge"

The Joint Strategic Inspection of Services for Children and Young People: Review of Findings from the Inspection Programme 2012-2017 (Care Inspectorate: 2019)

Background Information and Context

The CPC continues to publish Child Protection Management Information and Statistical Reports on an academic year basis (August to July), in compliance with Scottish Government's annual reporting requirements.

In September 2019, the CPC adopted the National Minimum Dataset for CPCs in Scotland and was instrumental in leading the development and implementation of a more comprehensive Tayside Shared Dataset for CPCs, which comprises additional key child protection performance output indicators (quantitative indicators showing frequency and volume) and proxy outcome indicators (qualitative indicators showing improved outcomes).

Since March 2020, as a result of the COVID-19 pandemic, the CPC has been receiving more frequent data, in a more integrated way. The CPC has developed a monthly, multi-agency dataset report, which includes key data being collected nationally via Scottish Government, CoSLA and SOLACE, as well as some local key performance indicators. These have been selected for their significance, in identifying the impact of the COVID-19 pandemic on children and young people at risk and the effectiveness of our responses.

The CPC now provides monthly dataset reports to the Perth and Kinross Chief Officers' Group (COG), and going forward, the CPC is planning to extend their dataset further, with additional key performance indicators being provided by partners.

The CPC also plans on participating in the planned development and expansion work of the existing National Minimum Dataset for CPCs in Scotland, which will include additional key performance indicators, in keeping with new and emerging national child protection policy developments.

The CPC continues to benefit from significant analytical help and support from staff within the Education & Children's Services (ECS) Research Analysis & Performance Team.

Headline Messages 2020/2021

For the purposes of this report, we will present the **headline messages** from our Tayside Shared Dataset for CPCs and from the other previously mentioned data sources. These are presented for the academic year 1 August 2020 – 31 July 2021 and, where possible, compared with previous years.

Figure 1: Child Concern Reports (CCRs) [1] [2]
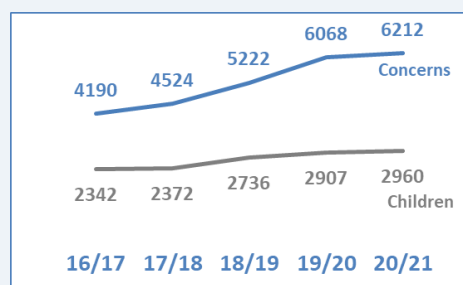
The total number of Child Concern Reports (CCRs) shows a continued, longitudinal increase over the last five years; whilst the number of children and young people subject to a CCR has risen more slowly over the last two years. Many of these CCRs relate to concerns which are both multiple and complex in their nature.

CCRs can relate to the same child or young person, particularly where there are multiple or repeated concerns about the same child or young person. CCRs are all subject to multi-agency screening arrangements and shared proportionately with partners.

Following multi-agency screening arrangements there are a number of possible outcomes. Where the child or young person is known to social work and / or an open case to social work, the CCR is shared with the Lead Professional (almost always the social worker) for further investigation, assessment and follow-up; or for single or multi-agency assessment and support; or referral to The Reporter (Scottish Children's Reporter Administration – SCRA) for compulsory measures of care; or referral to a Third Sector organisation for help and support.

CCRs which are clearly of a child protection nature and / or which after multi-agency screening indicate the need for a child protection investigation are immediately fast-tracked, without delay, for an Inter-Agency Referral Discussion (IRD).

Concerns

16/17	17/18	18/19	19/20	20/21
4190	4524	5222	6068	6212

Children

16/17	17/18	18/19	19/20	20/21
2342	2372	2736	2907	2960

Figure 2: Child Concern Reports by Age

The number of children and young people with a CCR in each age group has remained relatively steady; with the number in the 5-10 and 11-15 age groups again being the largest groups. Whilst some of the age groups are either levelling out or in fact reducing, of particular note is the children and young people in the 11-15 age group, which continues to increase and feature more prominently.
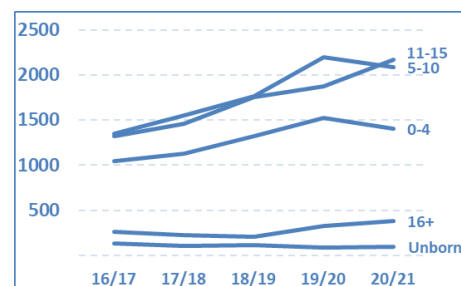
Figure 3: Child Concern Reports by Source
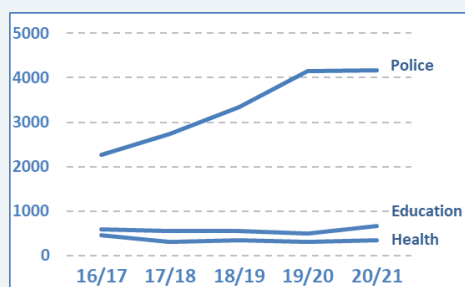
The main source of CCRs continues to be Police Scotland, followed by Education Services and Health Services. Overall, these three source groups account for over 80% of all CCRs submitted.

The number of CCRs submitted by Police Scotland has been continually increasing over the last 5 years; although this increase has now slowed in the last year.

This is potentially an unintended, but natural consequence of the COVID-19 pandemic lockdown measures, which resulted in a reduced visibility of children and young people and to some extent reduced opportunities for parents and carers to report concerns, in person, directly to the Police.

However, throughout the COVID-19 pandemic, CCRs have continued to be submitted and of particular note is the increasing numbers of CCRs being submitting from Education.

Monthly analysis has shown that after the COVID-19 related lockdown periods and schools having closed (resulting in home-learning) and then re-opened, there has been identifiable surges noted in the numbers of CCRs being submitted during some months.

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[1] Note: A Child Concern Report (CCR) is a mechanism by which any practitioner or manager across the public, private or third sector, or indeed, any member of the public, can raise any worry or concern they may have about a child or young person's health and / or wellbeing.

[2] Note: Figures are accurate as at 31 July 2021, however, they may be updated in subsequent reporting periods due to retrospective data validation and quality assurance processes.

The originating source of all CCRs continues to be monitored by the CPC. This TreeMap diagram shows the % of CCRs from Police Scotland, Education Services (increasing) and Health Services during the last year; which account for over 80% of all CCRs submitted.

CCRs relate to a wide range of child welfare, child care and protection concerns and are all subject to multi-agency screening and decision-making arrangements.

Overall, 39% of all CCRs relate to the Trio of Risks (Domestic Abuse 24%; Parental Mental Ill-Health 9%; Problematic Alcohol and Drug Use 6%).

Figure 3a: Child Concern Reports by Source – 2020/21
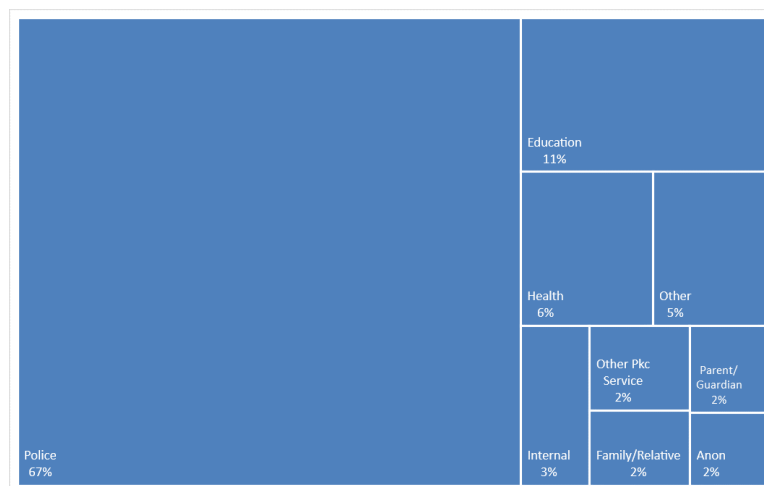
Figure 4: Inter-Agency Referral Discussions (IRDs) [3]

The number of children and young people subject to Inter-Agency Referral Discussions (IRDs) continues to rise year-on-year and the number of discussions taking place (which may involve more than one child) also shows a long-term upward trend. This is considered to be positive practice position.

Following an IRD, there are a number of possible outcomes, including the need for a joint child protection investigation (social work and police); a joint investigative interview (social work and police); a medical examination; referral to SCRA; further emergency legal measures and orders, or a single agency intervention and support.

IRDs are recognised as good multi-agency working practice and may be repeated a number of times for the same child or young person. Locally, a signficant amount of improvement work has taken place in relation to IRDs and will continue to take place, to ensure our IRDs are robust and our safety planning is effective.

Our established approach to IRDs is in keeping with the shift expected and with the good practice now outlined in the recently published National Guidance for Child Protection in Scotland 2021 (Scottish Government: 2 September 2021).

Figure 5: Child Protection Investigations [4]

The number of Child Protection Investigations and the number of children and young people subject to an investigation has risen markedly since 2017/18; having more than doubled over that period. This trend appears to have levelled off over the last year, albeit there has been a 10% increase in the number of child protection investigations carried out over the last year 2020/21.

These are joint investigations between social work and police, decided upon and agreed at the IRD stage and carried out by specially trained interviewers and trauma aware staff.

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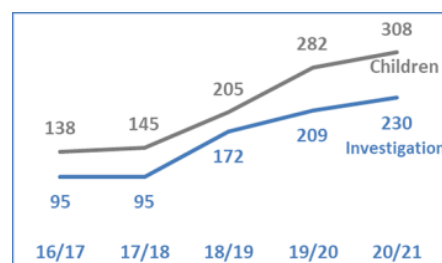
[3] Note: An IRD is a discussion between practitioners, services or agencies, where a child concern report and / or multi-agency screening arrangements have determined that a child or young person is in need of care and protection from harm, abuse or neglect; or there is a likelihood or risk of significant harm, abuse or neglect.

[4] Note: A Child Protection Investigation is carried out jointly by specially trained police officers and social workers. Such investigations are carried out where a Child Concern Report, including an Unborn Baby Referral, indicates that a child or young person is in need of care and protection from harm, abuse or neglect; or there is a likelihood or risk of significant harm, abuse or neglect.

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Figure 6a: Pre-Birth Child Protection Case Conferences (Pre-Birth CPCCs)

Of the 134 unborn baby referrals (**see Figure 16**) received this year, after multi-agency screening and assessment, 33 unborn babies were the subject of a multi-agency Pre-Birth CPCC.

At the Pre-Birth CPCC, 31 (94%) out of the 33 unborn babies considered were registered on the Child Protection Register (CPR). All unborn babies registered on the CPR are subject to a multi-agency Child Protection Plan. These cases tend to be complex, and have multi-faceted areas of concern, vulnerability and needs.

This increase would suggest that despite the COVID-19 restrictions and lockdowns, frontline staff have remained alert and vigilant; and with appropriate protections and supports, have continued to meet with, visit and engage with vulnerable pregnant mothers and families and in keeping with our practice guidance, made the necessary interventions for vulnerable and at-risk unborn babies.

This has also significantly changed the age profile of those placed on the CPR. This year, for the first time, the largest group is now unborn babies. Whilst the 0-4 group has decreased, overall, unborn babies and young children now make up the majority of those currently registered on the CPR.

The remaining 101 other unborn baby referrals, which did not proceed to a Pre-Birth CPCC, all received a variety of other supportive interventions and responses, i.e. single agency support; multi-agency support; the pregnancy did not continue, or the mother moved out with the local authority area, with information being shared proportionately with the new local authority area.
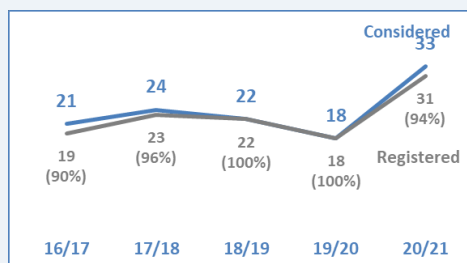
Figure 6b: Initial Child Protection Case Conferences (Initial CPCCs)

Despite the increasing numbers of CCRs, IRDs, child protection investigations and joint investigative interviews in the last year there has been a 35% reduction in the number of children and young people being considered at a multi-agency Initial CPCCs.

This indicates that alternative single and multi-agency support had effectively been put in place at an earlier stage in the child protection process. Multi-agency Child's Plans, coordinated by a Lead Professional Social Worker are negating the need for an Initial CPCC by effectively reducing risks.

Of the 72 children and young people being considered at an Initial CPCC, 51 (71%) had their names registered on the Child Protection Register (CPR). All were the subject of a multi-agency Child Protection Plan, coordinated by a Lead Professional Social Worker. Those children and young people not registered on the CPR will also have benefited from ongoing support via a Child or Young Person's plan coordinated by a Lead Professional Social Worker.
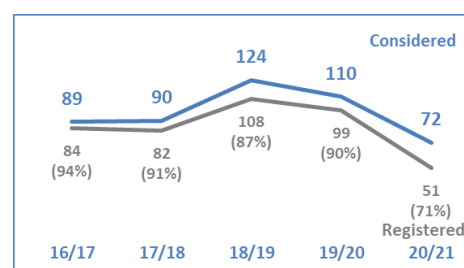
Figure 7: Review Child Protection Case Conferences (Review CPCCs)

Multi-agency Review CPCCs review the decision to place and retain a child or young person's name on the CPR. These child protection meetings take place within standard timescales to monitor changes in circumstances and progress made to reduce and eliminate risk. Where sufficient progress has been made, the Review CPCC can make a decision to remove (de-register) an unborn baby, child or young person from the CPR. This is always a multi-agency decision.

The number of children and young people considered at a multi-agency Review CPCC has remained relatively steady. The proportion of continued registrations shows a slight increase from last year showing that it has taken longer to be assured of sustained progress.

The long-term trend is more steady and the data this year shows that it has been more difficult to take a decision to remove names from the CPR and this is likely to have been due to the changes to universal and support services due to COVID-19. Help and support for these children and young people continues after de-registration.

Figure 8: <u>New</u> Registrations on the Child Protection Register

There has been a reduction in the number of new registrations on the CPR. This is closely related to the reduction in the number of Initial CPCCs taking place in 2020/21.

The number of children and young people placed (new registrations) on the CPR has been decreasing for the last two years, following a sharp increase in 2018/2019.

New registrations include unborn babies, registrations following an ICPCC and temporary registrations (for children and young people who move into the Perth and Kinross Council area for a limited period; for a holiday with relatives etc). These figures routinely include large family sibling groups of 5 and more.

As previously described, this year the age profile of those placed on the CPR has significantly changed. For the first time, the largest group is now unborn babies. Whilst the 0-4 group has decreased, overall, unborn babies and young children currently make up the majority of those now placed (registered) on the CPR.
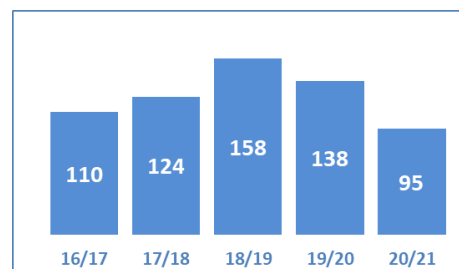
Figure 9: Children on the Child Protection Register as at 31 July 2021

Following the previously described factors, which have resulted in a reduction in the number of Initial CPCC and registrations taking place, this year there has been a similarly expected corresponding reduction in the number of children and young people's names on the CPR at 31 July 2021.

The number of children and young people, whose names were on the CPR at 31 July 2021, has decreased to the lowest level since 2014, from a relatively high figure of 97 in 2020.
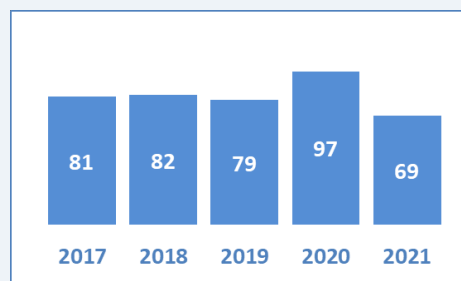
Last year, we reported that the significant increase was without doubt, a direct consequence of the COVID-19 pandemic and subsequent containment measures (lockdown, home working, limited home visits and no face-to-face partnership meetings), which temporarily interrupted well-established multi-agency review arrangements for all registrations.

As we learned to adapt to the COVID-19 pandemic, new ways of partnership working, in terms of the assessment or risk and needs and safety planning, has now ensured that children and young people do not remain on the CPR unnecessarily and only do so whilst there remains a significant risk of harm.

As previously described, this year the age profile of those on the CPR has significantly changed. For the first time, the largest group is now unborn babies. Whilst the 0-4 group has decreased, overall, unborn babies and young children currently make up the majority of those now placed (registered) on the CPR.

Figure 10: Length of Registration

Most CPR registrations last less than a year, although there has been a slight increase in the number of children and young people who remain on the CPR for 12 months or more. This should not necessarily be seen as problematic, as many of these children and young people have multiple and/or complex needs which need coordinated support.

The sharp reduction in the number of children and young people whose names are included on the CPR for a period of less than 5 months is to be welcomed, as this demonstrates that decisions are being made with evidence of sustained progress and a greater likelihood that the changes made will lead to positive longer-term outcomes. This is also linked to a reduced likelihood of re-referral and further periods of registration (see Figure 11).

The CPC closely monitors registration rates and in particular de-registrations, re-registrations and length of time children and young people remain on the CPR as part of its quality assurance work.
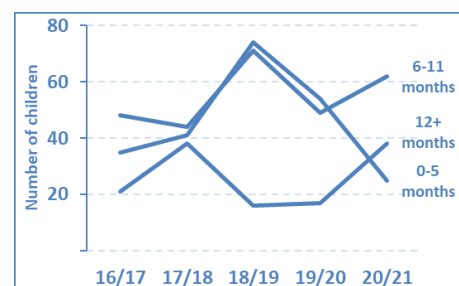
Figure 11: Re-Registrations
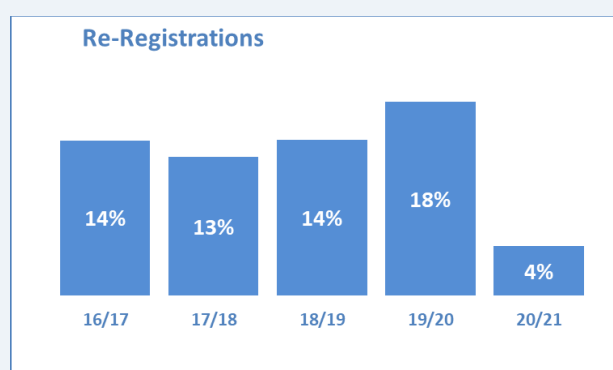
The number of children and young people that are re-registered (placed) on the CPR, having been previously removed from the CPR, has fallen significantly; with only 4% of children and young people having been previously registered (placed) on the CPR.

All of these children and young people had last been removed (de-registered) from the CPR more than two years previously, following a multi-agency robust assessment and review meeting agreement.

Figure 12: Areas of Concern [5]

Areas of concern

Parental Mental Health
Problems

Domestic Abuse
Non Engaging Family
Emotional Abuse
Neglect
Parental Alcohol Misuse
Parental Drug Misuse

16/17   17/18   18/19   19/20   20/21
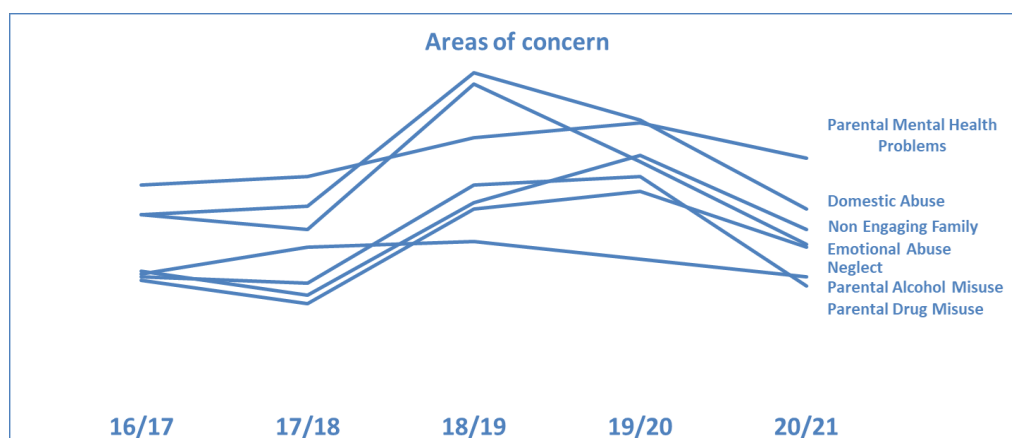
Whilst recognising that the number of new registrations on the CPR has continued to decrease sharply over the last two years; the number of children and young people whose names are included on the CPR and who are affected by parental mental ill-health, domestic abuse, problematic parental drug and/or alcohol misuse (sometimes referred to as the trio of risk) remains quite significant, and in many such cases there is an element of parental non-engagement.

We continue to recognise that in the majority, if not all of these cases, there will be an element of emotional abuse. The CPC also continues to monitor closely, concerns relating to neglect and poverty.

Figure 12a: Areas of Concern (CPR)

Area of concern	16/17	17/18	18/19	19/20	20/21
Parental Mental Health	70	73	86	91	79
Domestic Abuse	60	63	108	92	62
Non-engaging Family	41	33	64	80	55
Emotional Abuse	60	55	104	78	50
Neglect	38	30	62	68	49
Parental Alcohol Misuse	40	49	51	45	39
Parental Drug Misuse	39	37	70	73	36
Physical Abuse	25	19	17	46	23
Poverty/Financial Difficulties	15	15	23	24	19
Parental Learning Difficulties	*	*	*	12	15

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[5] Note: Areas of Concern are the registration categories for placing a child or young person's name on the CPR and these have been specified by Scottish Government. Children and young people can have more than one area of concern recorded. Totals of less than 10 have been suppressed.

14

Scottish Children's Reporter Administration (SCRA)

(figures based on Financial Years (01 Apr – 31 Mar)

SCRA's Response to COVID-19

During the last financial year, rates of referral to SCRA, as well as Hearing business has been negatively impacted upon as a result of the COVID-19 pandemic.

On the 27 March 2020, a position statement was published jointly by SCRA, Children's Hearings Scotland and Social Work Scotland about the ability of the Hearing System to respond to referrals and the arranging of Hearings. Within that statement, it was noted that only those Hearings that were required for the urgent and immediate protection of a child or young person would take place. All non-essential Hearings were cancelled, but those Hearings that required to protect an existing Order, or for reasons of urgency to protect the welfare of a child or young person would go ahead.

The initial stages of the pandemic saw a dramatic reduction in the amount of Hearings that could take place. SCRA sought to develop existing technology to support Hearings as well as remain compliant with data sharing and confidentiality issues.

From the 23 March 2020, SCRA moved to a fully virtual Hearing model. This model took until the 6 April 2020 before Hearing participants, including social workers and families, could start to be invited and participate. Nationally, however, issues around bandwidth capacity resulted in a national limit being set for each locality in how much Hearing business could be processed. Perth & Kinross, prior to the pandemic, had a Hearing capacity of 12 Hearings per week. Tayside as a whole had a Hearing capacity of 51. By the 6 April 2020, Hearing capacity for all of Tayside was reduced to 10 Hearings; with Hearings being arranged on a needs only basis for a significant period of 2020.

During July 2020, face-to-face Hearings on a restricted basis were recommened in Perth and Kinross. It was not, however, until October 2020 that Hearing Centres re-opened for limited face-to-face, hybrid and fully virtual Hearings. Perth and Kinross reopened with a capacity of 7 Hearings per week. This limited Hearing capacity continued until July 2021, where the current model see's Perth and Kinross once again having 10 Hearings per week, with additional capacity for emergencies due to learning gained from virtual Hearings.

Throughout the pandemic, the limited availability of Hearings had a negative impact on referrals to the SCRA. SCRA activley requested that ony referrals for the most needy children and young people be made. The drafting of grounds of referral was largely restricted for those children and young people where the recommendation was that they no longer stay within the family home.

As recently as April/May of 2021, referral rates have largely returned to normal.

Figure 13: Referrals to SCRA *(figures based on Financial Years (01 Apr – 31 Mar)*
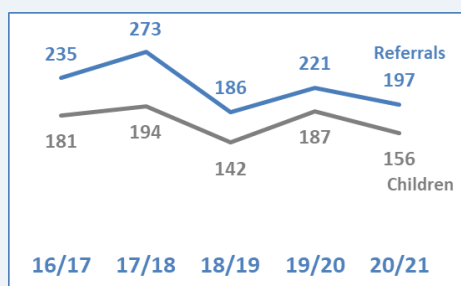
The number of referrals to SCRA and the number of children and young people referred to SCRA continues to show some variation over the last five years.

This year, the number of referrals and number of children and young people referred to SCRA from Perth and Kinross, has fallen by 11% and 17% respectively. Sibling groups are included within these figures. The latter figure of 17% is less than the national average reduction rate, which stood at 25%. Despite this overall decrease in referrals this year, Perth and Kinross ECS for Children, Young People and Families specific referrals increased by 7% over the reporting period.

Ongoing training has ensured that all staff are acutely aware when making referrals to SCRA that they describe the reasons why compulsory measures of care are required, particularly when alternative support measures are not deemed appropriate.

The number of children and young people placed on Compulsory Supervision Orders (CSOs) and the number of children and young people who remained on a CSO at the end of the year (31 March) have been previously showing a general downward trend over the last five years. However, this year, those who remained on a CSO at 31 March 2021, had risen to 163.

This increase in CSO's is not replicated in the number of new CSO's issued during the reporting period which saw a local increase of just 3%. The increase in the number of CSOs at the year-end would appear to be directly linked to SCRA's inability to arrange review Hearings to terminate Orders, as a direct consequence of the COVID-19 pandemic restrictions and emergency legislation and guidance.

However, it should also be noted that Perth and Kinross continues to have comparatively high conversion rate of referrals to CSOs.

The national conversion rates fluctuates around 22% of all referrals converting to a CSO. Perth and Kinross currently enjoy a conversion rate of 42%, strongly suggesting that the right children and young people are being referred appropriately.

Children and young people who are placed on a CSO are looked-after, either at home or away from home in another placement and subject to regular supervision visits and contacts by a social worker.

	16/17	17/18	18/19	19/20	20/21
CSO at year end	192	169	168	150	163
CSO made in year	80	57	70	51	38
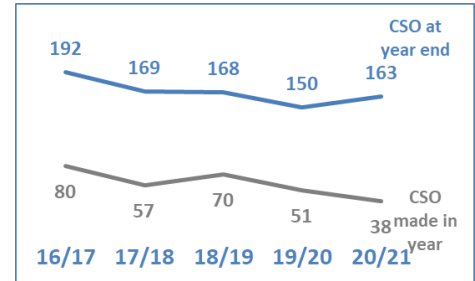
Figure 15: Child Protection Orders (CPOs)
(figures based on Financial Years (01 Apr – 31 Mar)

This year, the number of children and young people placed on Child Protection Orders (CPOs) has fallen, following a generally upward trend over the previous four years. These figures, which regularly include large sibling groups, are being closely monitored by SCRA and the CPC.
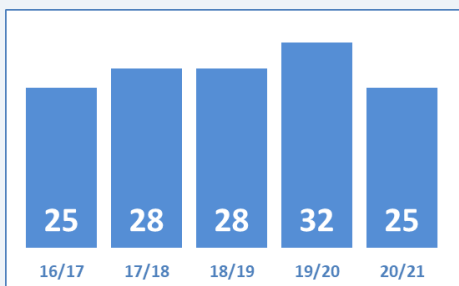
Nationally, CPO rates rose by 4%, whilst Perth and Kinross saw a reduction of 22%; keeping in mind the actual numbers of children and young people involved are relatively small. Nevertheless, whilst somewhat surprising, it continues to show that despite the impact of the COVID-19 pandemic, front line staff have continued to carry out contacts and home visits and respond to possible emergency situations as necessary.

From The Reporter's perspective, the reduced SCRA referral rates (down 11% and 17% respectively); the slowing number of new CSOs (increased by only 3% during the year) and the reduction in CPOs (down 22% in Perth and Kinross), are indicators that vulnerable children and young people in Perth and Kinross are benefiting from early and effective local interventions and support and that only the most vulnerable children and young people and those in need of compulsory measures of care, continue to be referred to SCRA.

16/17	17/18	18/19	19/20	20/21
25	28	28	32	25

Whilst the pandemic has had, on the face of it, significant changes across Scotland in terms of referral rates and the numbers of children and young people who have been called to Hearings during 2020/2021, the current picture demonstrates a rapid return to what could be described as business as usual. Hearing capacity has increased to a level slightly higher than pre-pandemic times. Referral rates are consistent with historical patterns and conversion rates remain proportionally high.

What has changed, and is likely to reap positive outcomes, is the new levels of business continuity as a result of investment of technology. What we have as yet to assess is how this will impact on children and young people and their participation and engagement in the Hearing system.

Unborn Baby Referrals

Figure 16: Unborn Baby Referrals [6]
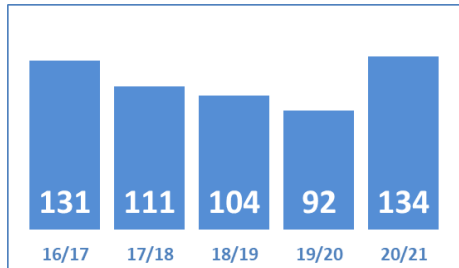
The number of Unborn Baby referrals received this year has increased significantly; following further awareness raising within Midwifery and Health Visiting Services along with multi-agency practice guidance being published last year. By far, the majority of Unborn Baby referrals continue to come from NHS Tayside; albeit any practitioner, service or agency can raise such a referral.

The areas of Unborn Baby vulnerability continue to be similar to the areas of concern for registration on the CPR, in particular those relating to the trio of risk.

As previously mentioned, this increase would suggest that despite the COVID-19 restrictions and lockdowns, our frontline staff have remained alert and vigilant; and with appropriate protections and supports, have continued to meet with, visit and engage with vulnerable pregnant mothers and families and in keeping with our practice guidance, made the necessary referrals.

Nevertheless, the impact on our multi-agency screening and assessment processes for these referrals remains very challenging and resource intensive and the level of child protection activity in relation to vulnerable pregnant women and unborn babies is a key area of growth (see Figure 6a).

16/17	17/18	18/19	19/20	20/21
131	111	104	92	134

Figure 17: Joint Investigative Interviews (JIIs)

Following an IRD, and the decision that a joint police and social work child protection investigation is necessary, consideration will be given to the need for a Joint Investigative Interview (JII); carried out jointly by fully trained, trauma informed police and social work interviewers.

The number of children and young people who have had a JII carried out has risen to just below 2018/19 levels, following a drop in 2019/2020. This is in keeping with the increasing numbers of CCRs, IRDs and child protection investigations and this remains a key component part of our child protection services.

Joint Investigative Interviews

16/17	17/18	18/19	19/20	20/21
133	144	225	183	215
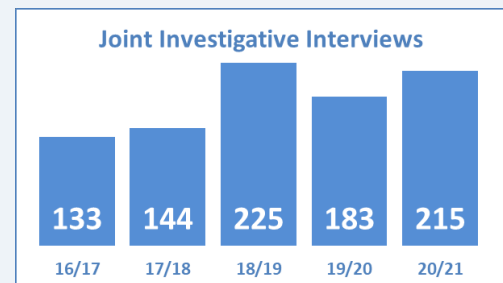
Figure 18: Joint Paediatric/Forensic Medical Examinations (JPFME)
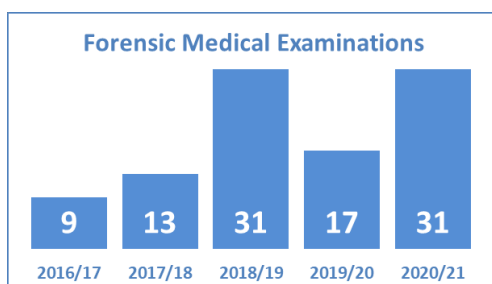
Forensic Medical Examinations

2016/17	2017/18	2018/19	2019/20	2020/21
9	13	31	17	31

Following an IRD, and the decision that a joint police and social work child protection investigation is necessary, depending on the nature of the concern, consideration may also be given to the need for a JPFME.

The number of children and young people who have had a JPFME carried out has risen to 2018/19 levels, following a drop in 2019/20. This is in keeping with the increasing numbers of CCRs, IRDs and joint police and social work child protection investigations and this remains a key component part of our child protection services.

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[6] Note: Currently an Unborn Baby Referral is a mechanism by which any practitioner or manager across the public, private or third sectors, can raise any worry or concern they may have about an unborn baby's health and/or wellbeing; or in relation to whether or not that baby will be safe and/or in need of care and protection, pre-birth and/or after birth.

Monitoring During COVID-19

As part of the managed response to the COVID-19 pandemic, the CPC has continued to receive additional data reports and implemented more frequent monitoring of a number of key areas of service delivery. The following are additional key performance indicators that have been monitored.

Figure 19: Child Concern Reports (CCRs) – Domestic Abuse

The total number of Child Concern Reports (CCRs) where Domestic Abuse was an initial feature, has continued to show quite a lot of variation from week to week, but overall has remained relatively steady. Local services and agencies have been alert to this level of demand, which has been monitored by local partnership working arrangements.
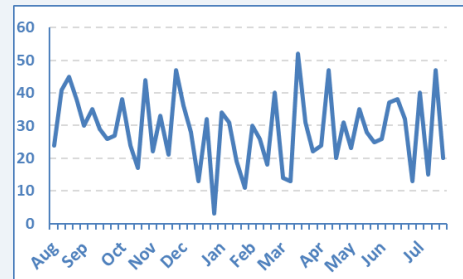
Figure 20: Children With Child Protection Plan Seen Face-to-Face
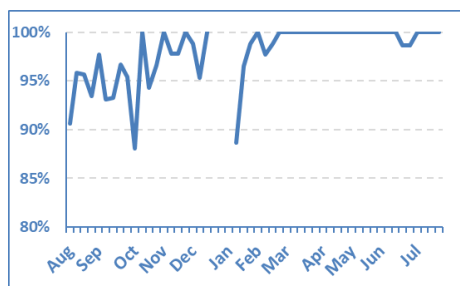
Last year, as a result of the COVID-19 pandemic, we reported on the number of children and young people with a Child Protection Plan, who were being physically seen, face-to-face, by their Social Worker (Lead Professional), on at least a fortnightly basis, if not more frequently. Throughout the year, this has remained very high and this trend has been continued to pre COVID-19 pandemic levels.

This continues to be monitored at a national and local level. COVID-19 aware social workers continue to make home visits and meet face-to-face with these children and young people; with home visits being supported by risk assessments and the correct use of personal protective equipment (PPE) as necessary.

How well do we meet the needs of our stakeholders?

This section describes the *impact* we are having on the *wellbeing* of children and young people; how we are keeping them safe from harm, abuse and exploitation and the extent to which their lives and life chances have been enhanced. It describes the *impact* on families and the extent to which family *wellbeing* has been strengthened. It describes the *impact* on staff and recognises the extent of their motivation, involvement and contribution. It also considers the *impact* on the community and the extent of their participation, engagement and confidence across Perth and Kinross.

Quality Improvement Framework

Quality Assurance and Self-Evaluation are central to continuous improvement and based on a model developed by the [European Foundation for Quality Management (EFQM)](#). The EFQM model is widely used across local authorities, other bodies and by CPCs.

Quality Assurance and Self-Evaluation are neither bureaucratic nor mechanical processes; they are ongoing reflective processes to measure performance, improvement and outcomes.

Underpinning the quality assurance and self-evaluation work of the CPC and its partners, are recognised quality improvement frameworks.

They continue to provide a framework of quality indicators to support quality assurance and self-evaluation which leads to improvement across services for children, young people and families. They place the child at the centre and are applicable to the full range of services which contribute to the wellbeing of all children, young people and their families.

These frameworks are designed to provide a complementary approach to robust quality assurance, self-evaluation and independent scrutiny.

Using the same set of quality indicators reinforces the partnership between internal and external evaluation of services.

These frameworks continue to provide the CPC and its partners with a toolkit to help with evaluating and improving the quality of services children, young people and families. These frameworks do not replace existing approaches to quality assurance and self-evaluation; they complement them.

These frameworks are:
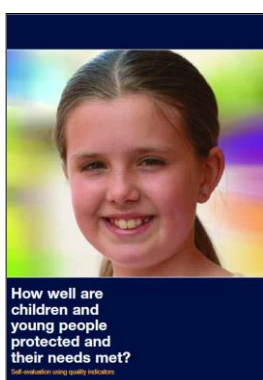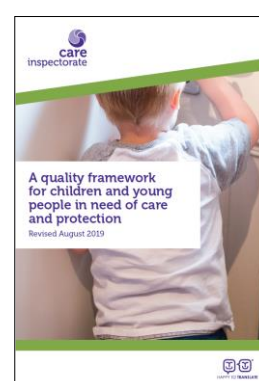
[2005](#)   [2009](#)   [2014](#)   [2019](#)

Impact on Children, Young People and Families

Evaluation: We are confident that we listen carefully to, understand and respect children, young people and their families and that we are helping them to keep themselves safe.

A range of early intervention and family support services are improving children and family wellbeing.

Children and Youth Rights Work – Listening and Seeking Views

2020/2021 has been another busy and challenging year for the Children and Youth Rights Officer (CYRO) and the partner providers of advocacy in Perth and Kinross.

Over this past year, we have continued to review the arrangements for advocacy and for seeking the views of children and young people at key child protection meetings, Looked-After Reviews and Children's Hearings.

Impact of COVID-19

As the COVID-19 pandemic has continued to pose significant challenges in terms of how face-to-face work is carried out, additional risk assessment has remained a priority. This has ensured that children and young people are still having their views captured; in many cases virtually; while limiting the number of staff entering homes or schools for in person visits.

In terms of advocacy and seeking views, and the service level agreement between Perth and Kinross Council's Education and Children's Services and PKC partners is embedded; ensuring the advocacy provision for children and young people across three priority groups is consistently sustained.

These three groups include those who are looked-after and accommodated; those who are looked-after at home and those who are open to child protection services. In addition, the Council's CYRO has continued to support children and young people with advocacy who are not open to social work.

In terms of impact, the following information illustrates the increasing number of children and young people who have had their views advocated/presented at key meetings since July 2020, either virtually or by workers/advocates via the submission of an All About Me Form:

- 155 (147 in 2019/2020) children and young people's views presented at a Child Protection Case Conference (CPCC) by their social worker, carer, advocate or other professional
- 265 (233 in 2019/2020) looked-after children and young people's views presented at a Looked-After Conference (LAC) by their social worker, carer, advocate or other professional
- 92 (100 in 2019/2020) children and young people helped to submit an All About Me Form to CPCCs and LAC

The following illustration indicates the key themes which have been highlighted by children and young people in discussions with the CYRO:

Advocacy Themes

Legend: sibling contact, parent contact, neglect, transition planning, housing, school exclusion, mental health, ASN

Case Study

A 10-year-old child who lives in Kinship Care with the grandparent was referred to the children and youth rights officer last year. The referral came from a reviewing officer and was in relation to the safety of the child's residence. For some time, the child had shared that they did not feel safe in this residence (property) due to anti-social behaviour in the community that directly impacted the home. This was seen by the reviewing officer as an 'unmet need'. Following the referral, the children and youth rights officer visited the child and gauged the views about the residence. The content of the meeting was shared with the senior social care officer supporting the family and together they liaised with the housing association. As a result of the meeting, it became apparent to housing colleagues that there was information about the family that had not been brought to their attention previously which affected their application. The child and the grandparent were soon placed on the strategic housing list and have since moved into a new property which better suits the child's needs.

Children's Rights

United Nations Convention on the Rights of the Child (UNCRC) Incorporation

The CYRO has taken an active role in preparing for UNCRC Incorporation, alongside other local authority officers. In order to promote incorporation across ECS, the CYRO has produced a short animation with the Rights, Engagement, Advocacy, Participation (REAP) Strategy Group, which gives an overview of the UNCRC, core principles and the fundamental message that everyone has a role to ensure children are accessing their rights. Additionally, the CYRO has undertaken training with Education Scotland in order to cascade more detailed information to ECS staff.

The CYRO has provided an input to the developing Inclusion Guidance, the Learner Participation Strategy and the Vision for Youth Justice. Additionally, the CYRO was the lead contact for the *Activate your Rights* Consultation, during which local children and young people were consulted with regarding UNCRC resources for schools and informal education settings. The CYRO also worked with partners from the TRIC to write the initial children's rights report in line with Part 1 of the Children and Young People (Scotland) Act 2014.

Rights Respecting Schools Award (RRSA)

The CYRO continues to carry out the strategic lead role for the Rights Respecting School's Award (RRSA).

RRSA is an award delivered by United Nations International Children's Emergency Fund (UNICEF), which recognises schools who can evidence that the UNCRC is placed at the heart of their policy, planning and service delivery. While schools can provide written evidence of their work, the focus of the assessment is on the impact on the child.

In order to further their commitment to promote children's rights universally, the Council has a service level agreement with UNICEF UK, with schools being able to access assessments free-of-charge.

The CYRO continues to:

- be members of the Kinship Care Collaborative
- contribute to the quarterly RRSA Strategic Lead's meetings
- provides RRSA guidance to schools and processes school action plans
- co-ordinates RRSA training and carries out RRSA accreditation visits
- co-ordinates responses to Scottish Government consultations regarding rights related issues
- represents Perth & Kinross at the Scottish Children's Rights Officer's Network (SCRON)
- be a member of the CPC
- be a member of the PKC Advocacy Working Group
- provide input to the Scottish Institute of Residential Child Care (SIRCC) Conference Working Group

The work of the CYRO and the Who Cares? Scotland Worker remain key strands in our improving framework for the provision of advocacy and in listening to and seeking the views of children and young people.

Independent Advocacy Perth & Kinross (IAPK)
(Children's Advocacy Summary April 2020 – March 2021)

Impact of COVID-19

Independent Advocacy Perth and Kinross (IAPK) has continued to provide advocacy support virtually throughout the COVID-19 pandemic and restrictions 2020/2021; with the staff team working from home since March 2020. Independent Advocates have, and continue to, liaise with advocacy partners (client group) via phone, video conference and with WhatsApp, when advocacy partners only had this app available.

For children and young people who did not have access to technology, IAPK staff wrote letters and cards and included a pre-addressed envelope, so that the children and young people could write back for free. This ensured that contact between the child and Independent Advocate was sustained throughout lockdown. Independent Advocates have utilised opportunities with services who provide devices and IT skills to individuals and families who have experienced the 'digital divide' during the pandemic.

Meetings with children and young people advocacy partners continued to be held throughout the year. Initially these were all via telephone conference; however, whenever it has been permitted and safe to do so, Independent Advocates have met with children and young people in schools and outside; in accordance with Scottish Government guidance. The implementation of Microsoft Teams has also led to an increase in the number of virtual meetings IAPK attended to share the views of children and young people.

In November 2020, Section 122 of the Children's Hearings (Scotland) Act 2011 came into force. The Act states that children and young people, subject to Children's Hearings, must have an offer of Independent Advocacy support to uphold their rights.

Given the obligation to refer children and young people to Independent Advocacy through the Act, and with IAPK being the primary providers of Children's Hearings Advocacy in Perth & Kinross, there has been a significant increase in referrals for children and young people overall since November 2020. Despite children and young people's right to be referred, it is not mandatory to accept advocacy.

However, in terms of impact, from the referrals received in 2020 – 2021 there has been a **96% uptake of the advocacy service offered**. Those children and young people who have/are declining advocacy are either sharing their views themselves, or they do not wish to share their views.

The following tables presents some statistical information in relation to advocacy over the year; along with some feedback received and a case study:

NUMBER OF CHILDREN AND YOUNG PEOPLE SUPPORTED BY INDEPENDENT ADVOCACY PERTH & KINROSS

	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
New referrals (LAAH and MH)	0	2	4	1	2	3	8	2	4	2	8	6
New referrals (Children's Hearing)	0	0	0	2	4	0	3	9	5	9	13	14
Total CYP supported (cumulative)	20	22	26	29	35	38	49	60	69	80	101	121
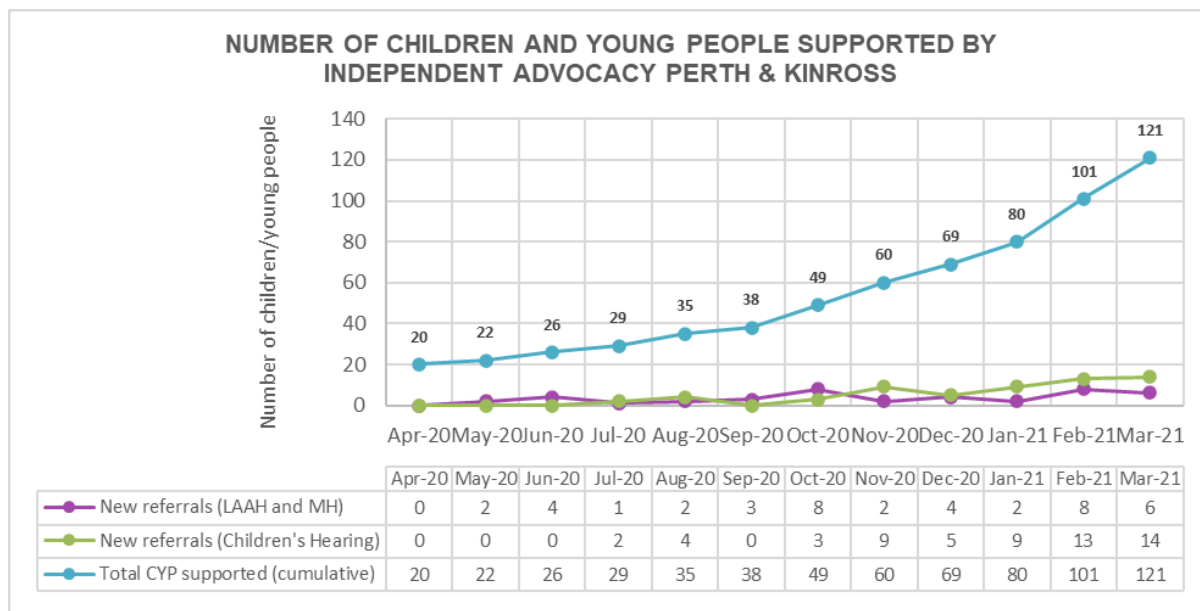
Demographics:

- **121** Number C/YP supported in last 12 months
- **20** Existing advocacy partners (from March 2020)
- **42** New referrals
- **59** New referrals for children's hearings
- **28** Number of cases closed this year

Characteristics of children and young people supported

- **2-18** Range of ages
- **8** Average age
- **75%** Proportion of referrals for children **under 12 years old**
- **59%** Female
- **41%** Male

Feedback:

"Where was children's advocacy years ago?" – Kinship Carer

"You have a calming influence in meetings" – Head Teacher

"I think you going to meetings for me is perfect" – 9 Year Old

"I'm impressed you (Independent Advocate) thought to ask these questions to the children, their answers are really helpful" – Panel Member at Children's Hearing

"With advocacy there, I feel the children are now being listened to" – Parent

Number of Meetings for Children and Young People's Advocacy:

The following figures are for the various *types of meetings* where the views of children and young people were gathered by IAPK and the Independent Advocate shared the views at professional multi-agency meetings (virtual and face-to-face).

IAPK's capacity to work with children and young people has increased by 100% in the last year. This has enabled IAPK to increase the provision of Independent Advocacy to children and young people. Evidence of the impact of the commissioned services by the local authority, Perth & Kinross, and changes in legislation are reflected in the referral numbers and the number of meetings recorded in the last year.

These figures do not include staff meetings, training courses, meetings held to promote and discuss advocacy with other agencies; it also does not include letters written to children during lockdown when phone calls were not possible:

	Advocacy Partner Meetings and Calls	Hearings	LAC Reviews	Case Conferences	Core Groups	Other	Total
2020	308	51	28	12	14	39	**452**
2019	140	13	7	7	16	7	**209**

Case Study

"I have been Sam's Independent Advocate for 2 years. This year Sam moved to his Dad's home so there was a meeting, as there will now be different Social Worker as he lives in a different area of Perth and Kinross. I attended the hand over meeting with family and education.

As Sam is in first year of high school, the school had not known him long. I realised in the meeting that out of all professionals attending the meeting, I was the one consistent person throughout this time. The Social Worker had known the family as long, but their involvement was ending.

Together, Sam and I attended school meetings, social work meetings, such as LAC reviews and hearings. Over this time, I have had many one-to-one meetings with Sam to find out how he is, what he thinks, and how he feels. I have then been able to share these views at decision-making meetings, have got to know Sam and knowing his views, reduces the need for Sam to share repeatedly his story with new professionals he has to work with.

Reducing this barrier to Sam's engagement has increased the rapport and trust allowing for easier conversation and understanding of his views"

Young Carers

PKAVS Young Carers Hub continues to support increasing numbers of children and young people, aged between 5 and 18 years old, to cope with what can often be an all-encompassing caring role.

A Young Carer is anyone under the age of 18, or over 18 and still at school, whose life, is in some way, restricted because of the need to take responsibility for the care of a person who is ill; has a disability; is experiencing mental distress or is affected by substance misuse.

Currently, PKAVS supports 323 Young Carers, has 69 on a waiting list and received a total of 149 new referrals during the timeframe for this report.

24

The age and gender breakdown of those Young Carers currently being supported by PKAVS is:

Young Carers Age & Gender

A bar chart titled "Young Carers Age & Gender" showing Number of Young Carers (y-axis, 0 to 40) by Age (x-axis, 5 to 16), with Female (blue) and Male (orange) bars.

Age	Female	Male
5	4	1
6	6	6
7	7	11
8	17	15
9	21	14
10	20	15
11	25	21
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13	37	28
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16	6	7
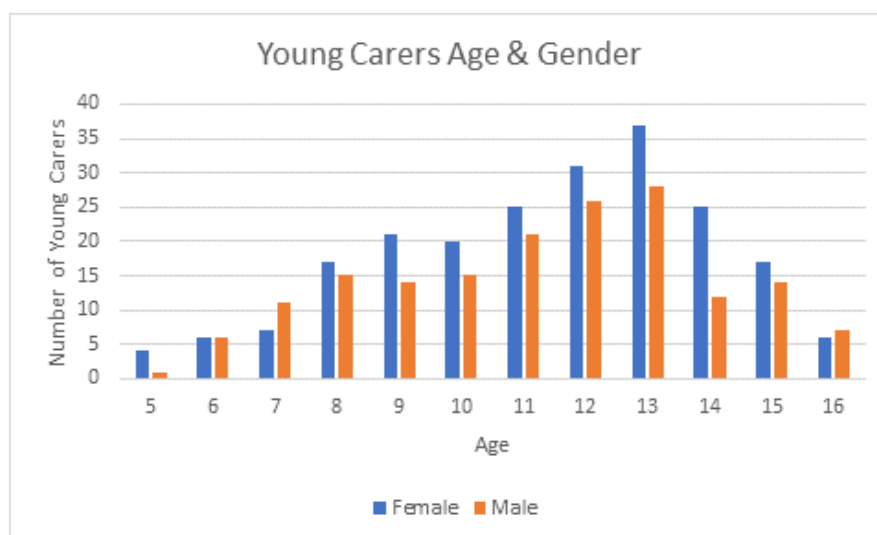
Impact of COVID-19

The past 15 months have been extremely difficult for everyone. However, for Young Carers, they have seen many of the arrangements/mechanisms they had in place, to give them support and a regular short break from their caring role, close almost overnight. This has meant that the past 15 months have seen Young Carers become ever more immersed in their caring roles, with little to no access to a break. Many families cancelled care packages because of the uncertainty of letting other people into their homes, especially at the first lockdown in March 2020.

Other supports were also cancelled by providers as staff were re-deployed elsewhere or because of staff shortages. All this undoubtedly added to the caring responsibilities faced by Young Carers as they were left having to do more. The biggest worry/concern Young Carers told us they had, was how COVID-19 could impact on the health of the person they care for. This added another level of anxiety, on top of everything else, and in some cases, resulted in the Young Carers own health and wellbeing being adversely affected.

School and continued learning was also a real issue for many Young Carers, as the workload was difficult to manage alongside the additional caring responsibilities they had taken on during this time. The feedback we received was many Young Carers felt this only added to the additional stress they were already under.

However, we have been able to support Young Carers during this time and some of the ways we did this are highlighted below. As restrictions ease and youth work guidance allows, it is our hope that our offer of short breaks and other supports Young Carers can access will continue to increase over the weeks and months ahead.

Educational Attainment Service for Young Carers (EASYc)

EASYc began in May 2019 as part of the legacy for the late Councillor Barbara Vaughan. This service was initially set up to support Young Carers who were dis-engaging with education and did so through access to private tuition lessons, homework clubs and by having access to educational hardware and software.

Clearly, this past year has seen us increase the reach of this service and direct it towards any Young Carer who was struggling with the 'new way of schooling' adopted by schools as a result of COVID-19 and the Scottish Government guidance.

Within the timeframe of this report, 148 Young Carers have accessed this service with 1,418 private tuition lessons having been delivered and 76 homework-based groups. Referrals for the service have come from schools, social work, self-referrals and from PKAVS Young Carers Support Workers.

Below are some examples of the impact this service has made in the past 12 months:

"Both my tutors have helped me to understand areas in their specialty, which my parents couldn't. I feel I am able to ask questions I couldn't ask in class" **(Young Carer)**	*"It helps to fill the gaps in learning that Young Carers may have missed. I also think it gives Young Carers the opportunity to be able to learn and catch up with their work in a less stressful or busy environment"* **(Teacher)**
"Being disabled, I can't give my son the help & support he needs when it comes to his school work. This service has relieved the guilt that I feel. He has a tutor (who is fantastic with my son) who can help and support him and has shown him he is capable of raising his attainment to a 'higher' level" **(Young Carer's Parent)**	

Young Carers Voice

This forum continues to meet regularly and now has representation on the Young Carers Strategy Monitoring Group. The consultation we did with Young Carers around their mental health and wellbeing for the National Young Carers Action Day in March 2021, came through input from the Young Carers Voice to the Strategy Monitoring Group. The Group are also working together with Columba 1400 on a Leadership Academy that Columba approached us to facilitate. The Leadership Academy has obviously had to be changed from what would normally be delivered, but still gives Young Carers a chance to get a break from caring, as well as creating a real feeling of teamwork amongst the Young Carers Voice participants.

Additional Respite Short Break Awards

Throughout the COVID-19 pandemic, funders have been extremely flexible in supporting Young Carers to get respite in new and innovative ways, with a significant shift to the purchase of technology equipment; garden play equipment; bikes and games.

During the timeframe for this report, PKAVS made 155 additional short break small grant awards to Young Carers, totaling £22,344.00.

Case Study

James cares for both his older sisters and does not often get the attention of his parents just focused on him. He wanted to have a day out dedicated to him and getting respite from his caring role.

Mum arranged to take James and a pal to Edinburgh for a night away. They spent the day out at the skate park and trampoline park with time for a meal out. James is big into scootering.

James is a secondary carer for his two older sisters. They both have extremely high needs and their Mum, being the primary carer, is often tied up making sure they are alright. James spends a lot of time alone and making his own fun. At his review, James mentioned that he gets enough time for himself, but rarely is able to spend time with his Mum.

This really was a rare opportunity for them both to get away and spend time with each other. The trip to Edinburgh was very special, because it gave James time away with Mum and a pal, where the focus was on him and what he likes to do for fun. James and his Mum really appreciated the bonding time and break from their caring roles together.

James said, "he had so much fun!" and ***"really enjoyed the skate park and trampolines".***

NSPCC Speak out Stay safe – Perth and Kinross

Short Film – *Speak out Stay safe*

The **NSPCC's Speak out Stay safe Programme** is a safeguarding programme available to all primary schools in the UK and Channel Islands. The programme includes child friendly, interactive assemblies and workshops, delivered by specially trained staff and volunteers who help children:

- understand abuse in all its forms and recognise the signs of abuse
- understand that abuse is never a child's fault, and they have the right to be safe
- know how to get help, and the sources of help available to them, including the ChildLine service

National Impact of COVID-19

Due to the effects of the COVID-19 pandemic, the NSPCC changed the way the *Speak out Stay safe* programme was delivered in 2020. With the amazing support of Ant and Dec, the NSPCC launched a virtual version of their safeguarding programme – *Speak out Stay safe* online. This offer, available for children aged 5 to 11, includes access to video assemblies and supporting resources for use by school staff in the classroom.

The *Speak out Stay safe* virtual programme is an effective way to support a school's safeguarding duties and links directly to the curriculum. It also helps reinforce key messages about abuse and neglect as part of a school's teaching on relationships. It will support children to feel empowered, knowing how they can speak out and stay safe. A BSL version is also available for deaf children, and their specially adapted ASN version of *Speak out Stay safe* remains available as usual.

How does Speak out Stay safe OnLine work?

Schools have access to pre-recorded *Speak out Stay safe* online assemblies, for school staff to use with pupils. The *Speak out Stay safe* messages are delivered in a fun and interactive way. The virtual assemblies include pause points to allow for teacher-pupil interaction. *Speak out Stay safe* online has assemblies for pupils in primary 1-3 and primary 4-7.

The NSPCC has also developed supporting resources to go alongside the virtual assemblies. These consist of a Pre-Online Assembly Presentation Pack (P4-7), to use *before* and a Lesson Plan (P1-3 and P4-7) to use *after* the virtual assembly. They provide fun and engaging classroom-based activities that prepare children prior to watching the assembly and help reinforce learning after the assembly.

Stay safe Speak out in Perth and Kinross

Within Perth and Kinross, this programme has traditionally been delivered as part of the wider sexual health and wellbeing programme and has been offered to primary schools in Perth & Kinross since November 2013; and from August 2016; has been offered to every primary school, every two years.

During the terms from October 2020 to December 2020, and from April 2021 to June 2021, the information about the virtual assembly was shared with all primary schools in Perth & Kinross; school agreements were received from 5 primary schools; links provided to 21 primary schools and 14 virtual assemblies were delivered in 14 primary schools, including Craigclowan Independent School.

What next for the Speak out Stay safe Programme?

Currently, the NSPCC is moving into a new 10-year strategy and realigning to a Regional Operating Model. The ambition over the next 10 years is to work with more people, reach more children and do more to prevent abuse before it happens – thus making the biggest impact with the funding available.

Their work with schools is a priority over the next strategy and they intend to have staff nominated to offer support for every secondary and primary school in Scotland; ensuring that all schools have the opportunity to access services, learning tools and advice.

Operationally, in the short term, the NSPCC will continue to offer the *Speak out Stay safe* virtual programme, with a view to re-engaging the volunteer teams to deliver face-to-face workshops into primary schools, when this becomes appropriate and when current COVID-19 restrictions allow.

In terms of impact, the following is a snapshot of this year's feedback from Perth and Kinross:

School Staff – Key Comments / Feedback	
How helpful was the supporting material?	*"Very straight forward and relevant"* *"Useful reference materials pre and post watching power point and online assembly"* *"Very clear"*
How helpful were the materials in this time of change?	*"Discussed lockdown advantages and disadvantages and things that helped them cope"* *"Liked the addition of Covid related worries"*
How was the assembly presentation beneficial to your pupils?	*"Very helpful"* *"Easy to understand"* *"Lots of discussion around trusted adults"* *"They were very attentive and asked lots of relevant questions"*
What do you feel the children learned more about?	*"No means no and their right to say no"* *"Using Childline as trusted adult resources"* *"Who to turn to if they need help"* *"They learnt a lot more about the different kinds of abuse and their definitions"*
"We finished it last week. All pupils took part (368). Resources were used by class teachers and some displays have been made. Feedback from teachers was positive"	*"I have delivered the assembly to P6 this afternoon, 21 children in today. It was quite hard hitting but the opportunities to pause and discuss were welcome"*

Getting it Right: Keeping Your Child Safe Event 2021

This year, we held our 10th annual event on 4 March 2021; however, due to the COVID-19 pandemic, this was held virtually via a Microsoft Teams Live Event, facilitated by the PKC Digital Skills Team. This popular event continues to be targeted at inter-agency practitioners, managers, parents and carers in Perth and Kinross.

This annual event aims to raise further awareness and a better understanding about *keeping children and young people safe from harm, abuse and exploitation, specifically whilst online;* with a continuing focus on new technologies and emerging risks.

This year, guest speakers provided inputs and presentations relating to online gaming; the links and similarities to gambling; a personal account of child sexual exploitation and an update on safeguarding in a digital world. The event was delivered as a single live online virtual seminar; with opportunities to access the recorded presentations across an additional two scheduled sessions in the afternoon and evening:

876 registrations
570 delegates

Winner of Outstanding Cyber Community Event
(Scottish Business Resilience Centre's Cyber Community Awards)

Once again, this award winning, annual event attracted a large audience and has been evaluated very highly. Following this event, key messages and learning for children, young people, families and practitioners was extracted and shared by the CPC via social media platforms and with Schools.

In terms of impact, of those who joined this year's event, a total of **169** took time to complete an online post event evaluation form:

59% Practitioner
40% Parent/Carer
1% Young Person (<16)

Delegates stated that their understanding of online risks was;
Much improved 37%
Improved 59%
Unchanged 8%

The following is a small representative snapshot of delegate comments/feedback in relation to their immediate learning taken from the event:

"I think my main take away from this session has been that the best way to protect our children is actually through honest and regular conversation and engagement with them"	*"Thank you, this is one of the best online seminars I have attended this year. Real situations, with examples of how to help and what to look out for with young people was very enlightening"*	*"Hugely educational for my role in school nursing, showing case studies and real, current topics was very interesting and helpful"*
"Importance of contextual safeguarding"	*"I think the training reiterated for me when dealing with CSE it is vital to look at risk behaviours and not gender"*	*"Imperative for practitioners to keep learning on this subject as times change, technologies advance etc"*

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Impact on Staff

> **Evaluation: We are continuing to support and develop a professionally curious, competent, confident and skilful multi-agency workforce. Our staff are highly motivated and committed to their own continuous professional development. We are empowering and supporting our staff with a wide range of evidenced-based multi-agency learning and development opportunities, which are evaluated highly and having a positive impact on practice. The content of these learning and development opportunities takes account of changing legislative, policy and practice developments and local challenges.**

Staff Learning and Development

All CPC inter-agency child protection staff learning and development opportunities continue to be compliant with national guidance – National Framework for Child Protection learning and development in Scotland 2012, which we have translated into our robust and dynamic CPC Inter-Agency Child Protection Learning and Development Framework.

Impact of COVID-19

Over the last year, the COVID-19 pandemic and containment measures prevented us from delivering face-to-face inter-agency training, resulting in all such training being paused since March 2020. The CPC rapidly responded, taking an innovative approach by updating and adapting learning and development opportunities to ensure they remained relevant and accessible to the changing needs of the inter-agency child protection workforce.

Throughout the last year, we have continued to embrace new technologies to create a more flexible blended approach to our inter-agency learning and development programme. We have delivered live webinars, created short learning films and invested in new software to expand our range of interactive OnLine Learning Resources; allowing busy practitioners to learn at a time, pace and place convenient to them; whilst ensuring relevance to the general contact workforce; specific contact workforce and the intensive contact workforce and in compliance with national guidance.

CPC inter-agency child protection learning and development opportunities and resources continue to be delivered within the existing budget and free-of-charge at the point of delivery. We continue to collate evaluation reports which evaluate our training opportunities very highly. The CPC fully intends to recommence its face-to-face inter-agency training when safe to do so.

In terms of impact, the following tables shows changes to the CPC inter-agency child protection staff learning and development opportunities delivered from March 2020; by way of Webinars and Online Learning Resources:

CPC Inter-Agency Child Protection Learning and Development Webinars (March 2020 – 31 July 2021)			
Title of Learning Opportunity/Resource	*Learning Method*	*Total Opportunities*	*Total Attending*
Trauma Informed Practice 1 (RASAC PK)	Adapted to Webinar	8	203
Trauma Informed Practice 2 (RASAC PK)	Adapted to Webinar	5	79
CLICK Path to Protection Training (Marie Collins Foundation)	Adapted to Webinar	Think Courses 4 Act Courses 2 Manage Course 1	157
Child Protection Officers Training	Adapted to Self-Study OnLine Learning with follow up 2-hour Workshop	3	86

Safe and Together Model Overview Training (Safe and Together Institute)	Adapted to Webinar	1	100
ECS Child Protection Learning and Development Webinars			
Child Sexual Exploitation (Family Based Care Team)	Webinar	2	23
Child Protection (Family Based Care Team)	Webinar	2	27
Safe and Together (Blended Virtual Core Training)	Adapted to Self-Study and Webinar	2	91

CPC Inter-Agency Child Protection OnLine Learning Resources (New and Adapted) (March 2020 – 31 July 2021)	
Title of Learning Opportunity/Resource	**Status**
Keeping Children and Young People Safe (Essential E-Learning Module)	Updated and Refreshed
Getting it right for every child (Essential E-Learning Module)	Updated and Refreshed
Child Sexual Exploitation Training	Adapted for OnLine Learning
Chronologies Training	Adapted for OnLine Learning
Professional Curiosity & Challenge	New OnLine Learning Resource
Recognising and Responding to Child Neglect	New OnLine Learning Resource
Information Sharing, Confidentiality and Consent	New OnLine Learning Resource
Ten Minute Briefing: The Children (Equal Protection from Assault) (Scotland) Act 2019	New OnLine Learning Resource

As a direct consequence of the COVID-19 pandemic, there has been a significant increase in the take-up rate of our OnLine Learning approach/programme; however, it should also be noted that the updated Privacy and Electronic Communications Regulations (PECR), which came into effect in March 2019, to protect the privacy rights of website users, now limits our ability to provide accurate data.

In terms of impact, the following table provides an analysis of the minimum Protecting People Online Module activity throughout 2020/2021:

Online Staff Learning and Development Opportunities – Online Modules (1 August 2020 – 31 July 2021)		
Title of Course	**Activity (Internal and External)**	
	2020/2021	**2019/2020**
Child Protection OnLine Module	1,414	2,166
Getting it Right for Every Child (GIRFEC) OnLine Module	1,030	1,941
Adult Support and Protection OnLine Module	784	1,675
Total	**3,228**	**5,782**

The CPC acknowledges there has been a reduction in the take-up rate of these specific modules; albeit a significant uptake on the other modular course. Nevertheless, even allowing for the impact of the privacy regulations, the CPC recognises the need to continue to promote these modules and will do so throughout 2021/2022.

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Trauma Informed Practice

Since 2018, the CPC and the APC have continued their partnership work with RASAC PK to deliver multi-agency Trauma Informed Practice learning and development opportunities; as we continue to develop a critical mass of trauma informed and aware practitioners across Perth and Kinross.

As a consequence of the COVID-19 pandemic, this face-to-face training was adapted to be delivered online. The lengths of the various workshops were reduced; but the core learning maintained to provide more manageable online sessions for practitioners and managers.

During this reporting period, a total of 282 participants attended this virtual training. Participants came from various services/agencies; including education, health, social work, youth services, mental health services, housing services and criminal justice. The training continues to be evaluated very highly, with 96% of attendees agreeing or strongly agreeing that the training met their expectations, and they will be able to apply the learning and knowledge they have learnt in the workplace.

Safe and Together Training

In addition to enhanced single-agency training on the Safe & Together Practice Model for Domestic Abuse, ECS for Children, Young People and Families commissioned inter-agency Safe & Together Model Overview Training in May 2021 for 100 inter-agency staff across Perth and Kinross.

This virtual training aimed at supporting a greater awareness of this practice model, as a means to partner with the non-abusive survivors of Domestic Abuse; keep children and the survivor parent together wherever possible and intervene with the abuse perpetrator to reduce risk of harm to children. Again, this training was evaluated very highly and plans are in place to extend the reach of this training going forward.

Neglect Training

To support the roll-out of the Perth and Kinross Action for Children Assessment of Care Toolkit across Services for Children Young People and Families, a blended learning approach was used to deliver enhanced Neglect training, along with practical learning on the use of the toolkit in practice with children and families.

A new OnLine Learning Module – Child Neglect: Assessment of Care Toolkit was made available in March 2021, with 91 staff attending the 2 online networking/discussion workshops, facilitated in small groups by Improvement Officers, Team Leaders and Senior Practitioners from Services for Children Young People and Families using MS Teams. Again, this training was evaluated very highly and it is planned to extend this reach of this training going forward.

Newsletters

A new development in 2020, aimed at keeping all practitioners, service and agencies informed of our learning and development opportunities, has been the publication of our new CPC Newsletters, which have been widely circulated and positively welcomed:

First Newsletter issued December 2020 and viewed by 371 individuals.

Second Newsletter issued in August 2021.

In terms of measuring the impact of training, the following is a small sample of practitioner feedback from various inter-agency training courses, webinar and online, held since August 2020:

"A positive learning experience virtually. I'm open to further training in this way"

"This has helped reiterate the importance of using trauma informed approaches in my work and helped remind me of what this looks and feels like for our young people"

"The facilitator was excellent! Really engaging and very informative. Lots of links to real life scenarios and different contexts which was really helpful"

"I thought this was an excellent introductory session to the content being explored"

"I found the break-out rooms to be very helpful. Good discussions with other workers form different areas, different knowledge and skills"

"Excellent training. Would be particularly helpful for new employees. Course was the right mix of interaction / reading / listening"

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Impact on the Community

Evaluation: We are confident that the CPC remains transparent and public facing; that we are providing highly evaluated public information that is accurate, relevant and useful in terms of helping to keep children and young people safe; that we are communicating, listening and actively engaging with the community, building capacity and helping to keep people safe in their communities.

Public Information, Communication and Engagement

Child Protection Website

The CPC Child Protection website, hosted on the PKC website, remains fundamental to the CPC's approach to public information, communication and engagement. This public facing website ensures the work of the CPC remains open and transparent and throughout 2020/2021, the website has been continuously refreshed and updated.

However, as reported last year, it should be noted that the updated Privacy and Electronic Communications Regulations (PECR), which came into effect in March 2019, to protect the privacy rights of website users, now significantly limits our ability to provide accurate data.

In terms of impact, the following table provides some high-level information on key pages within the child protection website; showing minimum user activity and page activity:

CPC Website Single User and Page Activity 1 August 2020 – 31 July 2021	
Key Webpage Activity	*Impact (Minimum)* *2020 – 2021*
Child Protection – Total Hits	*2,476 users – 4,503 page views*
Child Protection – Main Page	*374 users – 675 page views*
What to do if you are worried about child/young person	*279 users – 382 page views*
What's New in Child Protection – News	*203 users – 414 page views*
Information for Practitioners	*180 users – 291page views*
Child Protection Publications – All Pages	*170 users – 301 page views*
P&K Practitioner's Guide and Toolkits – All Pages	*129 users – 200 page views*

Whilst the CPC acknowledges the impact of the privacy requirements, which have significantly impacted our ability to retrieve accurate data in relation to website usage, the CPC also recognises the need to continue to promote this valuable web-based resource to all stakeholders.

Social Media

Working in partnership with staff from PKC's Corporate Communications Team, we have continued to make use of the PKC social media platforms (Facebook and Twitter) to extend the message reach of our key child protection partnership work.

At 31 July 2021, the continually growing PKC Corporate Twitter Account had 21,625 followers and the Corporate Facebook page had 24,700 likes (compared with 20,518 Corporate Twitter followers and 22,136 Corporate Facebook page likes at the same date in 2020).

Throughout the year, the CPC has been actively supporting various Child Protection Committees Scotland's (CPCScotland) virtual public information and communication campaigns; linked to the ongoing impact of the COVID-19 pandemic, including the initial return to schools (September 2020), the return to schools after the Christmas lockdown (January-February 2021), the Easter holidays (March 2021) and the summer school holidays (June 2021).

The following is a snapshot of some of the virtual national campaign materials we have supported and/or posted:

Back to School – a digital child protection campaign September 2020

Keep Kids Safe During Lockdown – January 2021

Keeping Kids Safe Online – an online abuse awareness campaign March 2021

FOR KIDS' SAKE… – a school summer holiday child protection campaign June 2021

In terms of impact, this year our CPC specific social media posts have achieved a total reach of 146,991 on Facebook and a total of 69,362 impressions on Twitter (compared with total reach of 110,867 on Facebook and 176,350 impressions on Twitter in the year 2019-2020).

The reduction in Twitter impressions, is thought to be possibly down to the fact that there was an overall spike in impressions on Twitter, particularly between March and July 2020, which coincided with the early stages of the COVID-19 pandemic when more people were at home/working at home/off work and the increased amount of Facebook messaging we were doing more generally around COVID-19.

During this reporting period, the most popular post on each social media channel was:

"As we continue to deal with being in lockdown, if you're concerned about the wellbeing of a child or young person, say something. #KeepingKidsSafe #childprotectionpk @childprotectsco

Call us at any time on 01738 476768, or contact Police Scotland on 101, or 999 if the child or young person is at immediate risk of danger."

12,874 reached; 35 shares; 24 likes

"Worried about a child's wellbeing? It's important to act on your concerns: report these to our child protection helpline - call 01738 476768 or email childprotection@pkc.gov.uk; or call @policescotland on 101 or dial 999 if a child is in immediate danger. @childprotectsco"

8,090 impressions; 18 likes; 18 retweets

(Twitter 20 January 2021)

How good is the delivery of our services for children, young people and families and our operational management?

This section describes how we are delivering our services and providing help and support to protect children, young people and families. It also describes recent improvement work, led by the CPC, to support and empower practice. This work aims to support competent, confident and skilful multi-agency practitioners to make sound professional judgments when dealing with complex issues.

Evaluation: We are confident that our child protection services are robust, effective and focused on vulnerability, risk and need. We are working extremely hard to improve the life chances of children and young people. Practice is enabled by learning, evidence-based policy, practice and planning improvements.

Tayside Regional Improvement Collaborative (TRIC) Priority Group 5 (PG5): Safeguarding and Child Protection

Tayside Regional Improvement Collaborative (TRIC)

Priority Group 5 (PG5): (Safeguarding and Child Protection)

Tayside Plan for Children, Young People and Families 2021 – 2023

Perth and Kinross CPC and partner agencies continue to support the work of TRIC PG5 and the above-mentioned Plan. TRIC PG5 is led by the Chief Social Work Officer (CSWO) of PKC.

Practice Guidance

Throughout 2020/2021, work continued with the development, cascading and distribution of various multi-agency practice guidance, including: Chronologies; Inter-Agency Referral Discussions (IRDs – including a new IRD Template); Concern for Unborn Babies Practice Guidance (including an associated Referral Form), two sets of practice guidance around Participation in Key Child Protection Meetings (one for Practitioners and one for Children and Families) – all aimed at improving day-to-day culture, ethos and practice.

We also continued to develop our comprehensive Tayside Shared Dataset for CPCs, which now comprises key child protection performance output indicators (quantitative indicators showing frequency and volume) and proxy outcome indicators (qualitative indicators showing improved outcomes). As a result, the CPC now receives monthly data reports, in a more integrated way.

Learning from Initial Case Reviews (ICRs) and Significant Case Reviews (SCRs)

In the context of child protection, an ICR is the first stage in determining whether a case referred to the CPC should proceed onto a SCR. An SCR is a multi-agency process for establishing the facts of, and learning lessons from, a situation where a child has died or been significantly harmed.

Significant Case Reviews are seen in the context of a culture of continuous improvement and should focus on learning and reflection on day-to-day practices, and the systems within which those practices operate.[7]

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[7] *National Guidance for Child Protection Committees: Conducting Significant Case Reviews* (Scottish Government: 2015).

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Last year, we reported that TRIC PG5 had commissioned Dr Sharon Vincent, Northumbria University to carry out an analysis of recently conducted ICRs and SCRs across Tayside, aimed at providing evidence-based research in relation to recurring themes and trends; a profile of the children and families involved; perspectives of children, families, communities, services, agencies and strategic risk factors; how that impacts on strategic planning and improvement and how the lessons learned can inform future workforce learning and development plans across Tayside.

In October 2020, TRIC PG5, organised a virtual Tayside Chief Officers Group Leadership Event to share Dr Vincent's research findings; to provide a forum for considering how this research informs our agenda for continuous improvement, shared leadership and vision for protecting children over the next three years and to consider the shared approach to workforce development for staff working across children's services.

35 agency leaders and senior managers from across Tayside attended this event, which was evaluated very highly. Following a presentation from Dr Sharon Vincent and a question-and-answer session, delegates were able to discuss the research findings and the two key practice themes identified from this work, which has now led to the development of two main areas for practice improvement (Priorities for Practice):

Priorities for Practice LINK to Short Animated Film
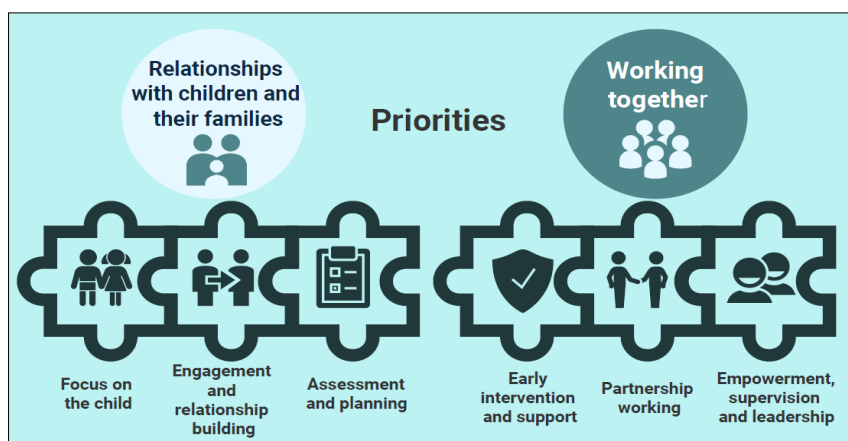
Priority 1: Relationships with Children and Families

Priority 2: Working Together

all supported by a co-production workforce learning and development programme

Co-Production Workforce Learning and Development Programme LINK to Short Animated Film
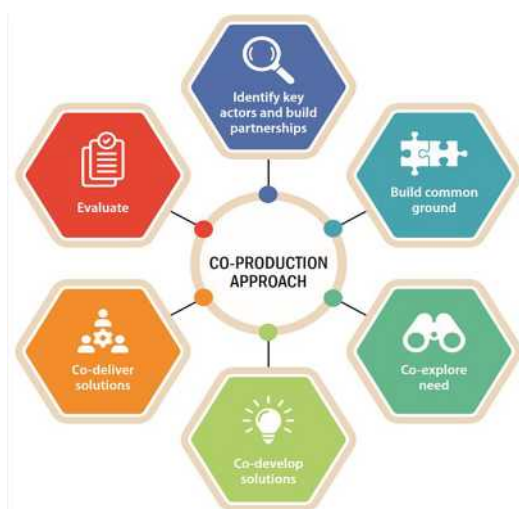
To take this work forward, TRIC PG5 has now appointed a full-time (seconded) Child Protection and Learning and Development Lead Officer, who has since developed a co-production approach in establishing a multi-agency child protection workforce learning and development programme.

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Targeted at first-line managers and frontline practitioners, this programme aims to enhance leadership, change culture, ethos and day-to-day working practices; which will empower and support a competent, confident and skilful workforce to deliver better outcomes for unborn babies, babies, children, young people and their families.

In May 2021, TRIC PG5 held another virtual Tayside Priorities for Practice Conference and in total, 96 agency leaders, senior managers and first-line managers attended this event, which once again was evaluated very highly. This was an opportunity to share and promote the learning further and to start to implement the child protection workforce learning and development programme and to recruit first-line manager and practitioner co-producers.

This has since been followed by a series of ongoing, lunchtime, Priorities for Practice Open Information Sessions, aimed again at recruiting 50 first-line managers and frontline practitioners and at the time of publication, is well on track to recruit the 50 multi-agency staff members required to take forward a number of the co-production groups.
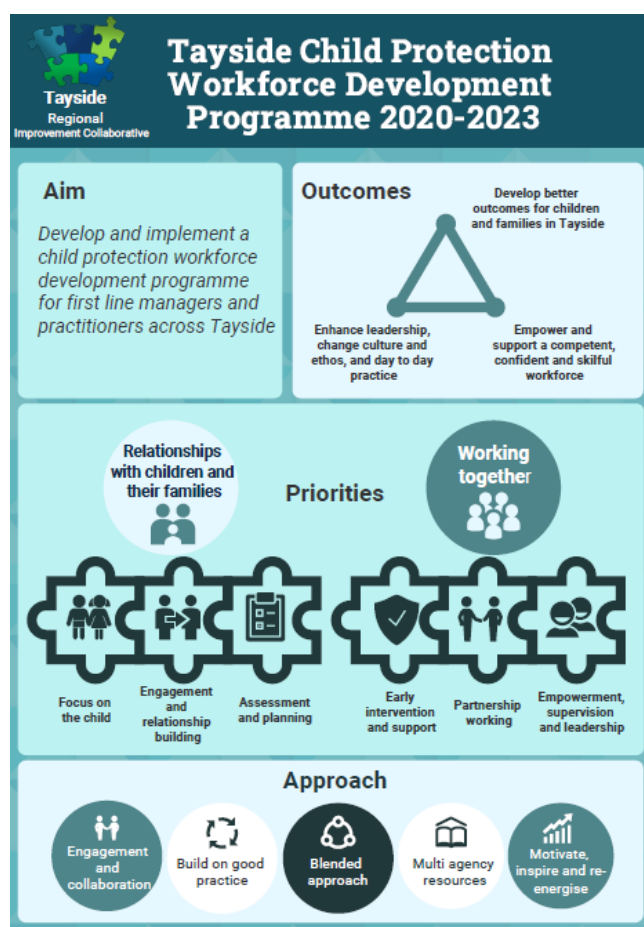
Going Forward 2021 and Beyond

The CPC will continue to support the work of TRIC PG5. Building on the last three years, our ongoing improvement work will be focussed on:

- supporting our people by creating the culture and ethos that enables and supports frontline practitioners in the highly complex field of multi-agency child protection practice

- supporting a skilled and confident workforce by doing more of the right things to protect and support our children, young people and families to deliver better outcomes

- developing a shared approach to quality-assuring the implementation of the multi-agency guidance materials, gathering feedback and evaluation from practitioners

- developing a co-production multi-agency approach to workforce learning and development

- continuing to implement the Tayside Shared Dataset for CPCs across the collaborative and include within this qualitative performance measures linked to our six priorities for practice.

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How good is our leadership?

This section describes our collective approach to leadership, direction, support, challenge and scrutiny. It describes how we are promoting effective and collaborative partnership working to deliver the best possible outcomes for children and young people. It also describes our commitment to continuous improvement through self-evaluation and our capacity for further improvement across Perth and Kinross.

Evaluation: We are continuing to strengthen our individual and collective approach to leadership as we emerge from and recover from the pandemic. Our partnership working remains effective and robust and our commitment to continuous improvement through self-evaluation is providing better outcomes for children and families across Perth and Kinross.

"Chief officers groups require strong oversight of children's service planning, child protection committees and approaches to emerging needs in order to be assured in the robustness of processes, procedures and practice to keep children and young people safe. We saw that the support and understanding, particularly of social work and social care, by chief officers groups and elected members was pivotal to leading a challenging and changing delivery environment. The partnerships which we evaluated as performing well had chief officers and elected members who understood the service environment, actively engaged in strategic activity and were well-sighted on national issues and current and emerging local needs"

"A well functioning child protection committee is critical in leading services to support children and young people at the times in their lives when they are most vulnerable. In the partnerships which we evaluated as better performing, we saw clear CPC priorities which were reported on regularly and publicly"

The Joint Strategic Inspection of Services for Children and Young People: Review of Findings from the Inspection Programme 2012-2017 (Care Inspectorate: 2019)

Perth and Kinross Children, Young People and Families Partnership (CYPFP)

Elected Members and Chief Officers of the public, private and third sectors in Perth and Kinross continue to discharge their individual and collective responsibility for children's services, in particular, child protection services, through the Perth and Kinross Children, Young People and Families Partnership (CYPFP).

The partnership continues to provide the CPC with strong leadership and direction. At its quarterly meetings, the partnership continues to scrutinise the work of the CPC and receives regular progress reports and updates on national and local child protection policy and practice developments.

In February 2021, under the auspices the Community Planning Partnership (CPP), the partnership hosted a co-production virtual workshop event, aimed at setting the priorities of our joint work across children's services over the next 2-3 years; in line with GIRFEC; The Promise; UNCRC; TRIC PG5 and Child Protection. A total of 30 multi-agency leaders and managers attended this event, which was evaluated very highly.

Following a number of short presentations and facilitated workshop/dicussion groups, delegates were able to discuss and identify areas for improvement and our key priorities; all of which has informed our shared improvement plans over the next 2-3 years.

40
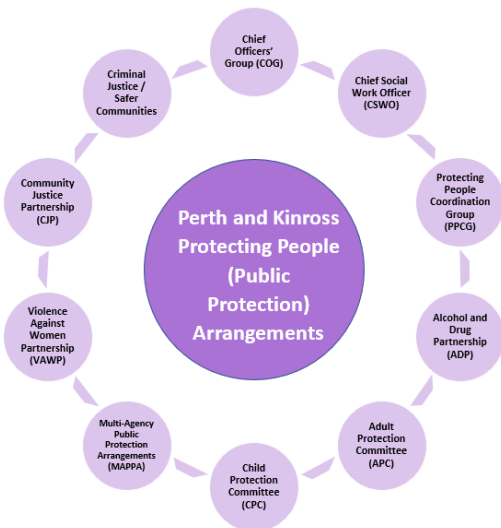
Perth and Kinross Protecting People (Public Protection) Arrangements

Perth and Kinross Chief Officers' Group (COG)

Last year, we reported that the work of the CYPFP and the CPC had been further strengthened by the added support and scrutiny being provided by the Perth and Kinross Public Protection Chief Officers' Group (COG), which brings together the Chief Officers of Perth and Kinross Council; NHS Tayside; Police Scotland – Tayside Division; the Chief Operating Officer of the Perth and Kinross Health and Social Care Partnership; the Chief Social Work Officer (CSWO) for Perth and Kinross Council and other key Officers.

In March 2021, the COG developed and approved specific terms of reference, which describes and articulates its partnership working arrangements.

Before and particularly since the onset of the COVID-19 pandemic, the COG has met more frequently and continues to provide leadership and direction across the public protection partnerships. Recent meetings of the COG continue to be virtual meetings.

Informed by rich, evidence-based datasets, the COG has galvanised our approach to protecting people and to the coordinated, identification and management of known and emerging risks.

A carefully managed and continually updated Risk Register has ensured that since March 2020:

- well-established public protection partnership working arrangements have not been disrupted – in many areas they have been further strengthened

- communication between and across services and agencies has not been compromised – in many ways this has been significantly improved

- key child protection processes have continued to function well – increasing demands have been met by committed and hard-working staff groups

- staff who have been shielding, self-isolating, providing a caring provision at home and / or absent from the workplace have been protected, kept safe and enabled to work virtually where necessary

Perth and Kinross CPC and APC (Adult Protection Committee) Virtual Executive Group

Last year, in response to the COVID-19 pandemic and to ensure business continuity and the delivery of key frontline services, we reported on the establishment of the above Virtual Executive Group from 24 March 2020.

Initially, meetings were held twice weekly, then weekly and latterly on a fortnightly basis. In total, 25 separate meetings were held. During this time, membership of the Virtual Executive Group expanded to include representatives from all the public protection partnerships and key representatives from education, health, police, social work, children's services and adult services.

Much of the work was focussed on ensuring the delivery of frontline services and was informed by rich national and local datasets and managed by way the previously mentioned Risk Register.

Reporting to the COG, this Group continued to meet until 16 December 2020, at which time our new Protecting People (Public Protection) Arrangements were implemented. This model was informed by the learning and success from this Virtual Executive Group, which was both a test-of-change and proof of concept, and which has now completed its work.

Perth and Kinross Protecting People Co-ordination Group (PPCG)

Building on the success of the above Virtual Executive Group, in January 2021, the above Co-ordination Group was established to support the COG and now brings together all the public protection partnerships and key others – education, health and police within Perth and Kinross.

Chaired by the Chief Social Work Officer (CSWO) and with specific terms of reference, the Group meets every 4-6 weeks and ensures strong partnership working and synergy between and across the various public protection partnerships.

At present, the Group has started to scope out a Work Plan for 2021 - 2022 and has identified the following cross-cutting themes, which are likely to be key aspects of our shared partnership work to aid long-term recovery from COVID-19:

- build on the research undertaken during COVID-19 and embed new ways of working and the use of technology in public protection
- share the findings from the Tayside Regional Improvement Collaborative research and take forward the shared Priorities for Practice improvement work
- focus on domestic abuse, parental drug and alcohol misuse and parental mental ill-health
- strengthen approaches to managing new risks emerging for children and young people
- implement a shared workforce development plan
- develop a joined up protecting people communications plan.

Perth and Kinross Child Protection Committee (CPC)

Perth and Kinross Child Protection Committee (CPC) is the local multi-agency child protection partnership; compliant to national standards – Protecting Children and Young People; strongly committed to building an active child protection community and securing a culture where the care and protection of children and young people is at the heart of *everyone's job*.

The CPC drives forward a strong focus on *continuous improvement; public information and communication; strategic planning and connections* and *annual reporting on the work of the CPC*.

Membership of the CPC remains intentionally broad and inclusive of all relevant organisations and sectors which have a role to play; which allows the CPC to take a whole community approach to raising awareness of the key risks to children and young people.

The CPC continues to nurture positive working relationships through a culture of mutual respect and understanding; involvement and participation; openness and transparency and support and challenge.

The CPC meets six times per annum; all meetings are minuted and published on the public-facing Website. Recent meetings of the CPC have been virtual meetings. The Chair of the CPC also chairs the Central and North Scotland CPC Consortium.
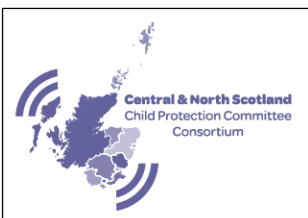
Central and North Scotland CPC Consortium

The Independent Chair of the CPC first established this Consortium back in 2009 and currently leads this Consortium, which has continued to expand.

Membership of the Consortium now includes the CPC Chairs and CPC Lead Officers of Aberdeen City; Aberdeenshire; Angus; Clackmannanshire and Stirling; Dundee City; Falkirk; Fife; Highland; Perth & Kinross; Moray; and more recently Orkney Islands, Shetland Islands and Western Isles Community Planning Partnerships (CPPs) areas. The Consortium continues to meet 4 times per annum and attendance at recent virtual meetings has been exceptionally high and going forward, Consortium meetings will continue to be held virtually, to accommodate all geographical partners.

At present, the Consortium is actively involved in hosting learning events into recent ICRs/SCRs/ Learning Review practice findings and continues to promote shared learning and improvement.

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What is our capacity for improvement?

Perth and Kinross CPC is committed to continuous improvement through quality assurance and self-evaluation and continually strives for excellence.

We know how good we are now; how good we can be and our capacity for improvement remains very strong.

Throughout 2020/2021, the CPC, in partnership with the CPC Practice Improvement Working Group; the CPC Case Review Working Group; the Tayside Regional Improvement Collaborative (TRIC), in particular with Priority Group 5 (PG5) (Safeguarding and Child Protection) and with the recently established Perth and Kinross Protecting People Coordination Group, has continued to make progress in implementing practice improvements and change.

The CPC has developed a new CPC Improvement Plan 2021 – 2023. It is our individual and collective continuous improvement programme for services to protect children and young people in Perth and Kinross. It describes and sets out our planned programme of improvements for 2021 – 2023. It is a dynamic resource and further areas for development and/or improvement will be added as and when required.

We also recognise that the CPC Improvement Plan 2021 – 2023, is only a part of a wider improvement planning framework; with similar ambitious improvement plans being progressed within Education and Children's Services, partner agencies and other public protection partnerships – all aimed at providing better outcomes for children, young people and their families.

Our Plan:

CPC Improvement Plan 2021 – 2023

Two-year plan
Agreed statement of intent
Joint commitment to delivering

Ambitious and comprehensive
Outcome-focussed/ KPIs/ evidence of impact
Schedule of ongoing CPC Actions/Tasks

In developing this Plan, we have taken cognisance of:

- various national and local drivers (including existing and emerging legislative and policy changes)
- previous and existing improvement planning frameworks; existing and emerging scrutiny inspection frameworks
- recent local self-evaluation and review activities; learning identified from Initial Case Reviews (ICRs) and Significant Case Reviews (SCRs)

The plan has been structured in alignment with recent research work carried out within Tayside by Dr Sharon Vincent, Northumbria University, which identified key areas for practice improvement, which have been translated into 6 Priorities for Practice. This Plan contains a number of actions/tasks; some of which are a priority and others which are ongoing and/or maintenance. These are presented in a way which is intended to be SMART: *specific; measurable; achievable; realistic* and *time-limited.*

Actions are designed to:-
- keep children and young people safe
- protect them from harm, abuse, neglect and exploitation
- deliver better outcomes for children, young people and their families

Plan includes:-
- Strategic Lead for each Action/Task
- Partnership working (Tayside Regional Improvement Collaborative)
- Staff learning and development opportunities
- Quality assurance processes

A copy of the Plan can be found at Appendix 1.

CPC Improvement Plan 1 August 2021 – 31 July 2023

Getting it Right in Perth and Kinross

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Key Abbreviations & Acronyms Used

APC	Adult Protection Committee
ASN	Additional Support Needs
CCR	Child Concern Report
CELCIS	Centre for Excellence for Children's Care and Protection
COG	Chief Officers' Group
CPC	Child Protection Committee
CPCC	Child Protection Case Conference
CPO	Child Protection Order
CPP	Community Planning Partnership
CPR	Child Protection Register
CCE	Child Criminal Exploitation
CSA	Child Sexual Abuse
CSE	Child Sexual Exploitation
CSO	Compulsory Supervision Order
CSWO	Chief Social Work Officer
CYPFP	Children, Young People and Families Partnership
CYRO	Children and Youth Rights Officer
EASYc	Educational Attainment Service for Young Carers
ECS	Education and Children's Services
EFQM	European Foundation for Quality Management
GDPR	General Data Protection Regulations
GIRFEC	Getting it Right for Every Child
IAPK	Independent Advocacy Perth & Kinross
ICPPC	Initial Child Protection case Conference
ICR	Initial Case Review
IRDs	Inter-Agency Referral Discussion (IRDs)
LAC	Looked-After Children
NHS	National Health Service (Tayside)
NSPCC	National Society for the Prevention of Cruelty to Children
P&K	Perth and Kinross
PECR	Privacy and Electronic Communications Regulations
PG5	Priority Group 5
PKAVS	Perth and Kinross Association of Voluntary Service
PKC	Perth and Kinross Council
RASAC PK	Rape and Sexual Abuse Centre Perth and Kinross
REAP	Rights, Engagement, Advocacy, Participation
RRSA	Rights Respecting School Award
SCRA	Scottish Children's Reporter Administration
SCR	Significant Case Review
SCRON	Scottish Children's Rights Officer's Network
SIRCC	Scottish Institute of Residential Child Care (SIRCC)
SMARTer	Specific; Measurable; Achievable; Realistic and Time-Limited
TRIC	Tayside Regional Improvement Collaborative
UBB	Unborn Baby
UNICEF	United Nations International Children's Emergency Fund
UNCRC	United Nations Convention on the Rights of the Child

FINAL DRAFT

CPC Improvement Plan 1 August 2021 – 31 July 2023

Published:

Introduction

Welcome to the Perth and Kinross Child Protection Committee (CPC) Improvement Plan 1 August 2021 – 31 July 2023.

This Two-Year Improvement Plan builds upon previous CPC Improvement Plans and our ongoing quality assurance and self-evaluation work to support our continuous improvement; as we continue to strive for excellence in all aspects of our partnership work to protect children and young people.

This CPC Improvement Plan is aligned with, and strongly supports, the Tayside Plan for Children, Young People and Families 2021 – 2023 and the Perth and Kinross Community Plan (Local Outcomes Improvement Plan) 2017 – 2027.

Perth and Kinross CPC and partners are committed to continuous improvement through self-evaluation; as demonstrated by this CPC Improvement Plan. This shared commitment is also demonstrated through our partnership CPC Business Model; Quality Assurance and Self-Evaluation Strategy; CPC Monthly Management Information and Performance Outcome Framework; CPC Annual Self-Evaluation Calendars; CPC Annual Development Days and our CPC Annual Standards and Quality Reports.

National Context

The Scottish Government wants Scotland to be the best place in the world for children and young people to grow up so that they become: *successful learners; confident individuals; effective contributors and responsible citizens* and where children are *loved, safe and respected and realise their full potential.*

All children and young people (including unborn babies) have the right to be cared for and protected from harm, abuse, neglect and exploitation and to grow up in a safe environment, in which their rights are respected and their needs met. Children and young people should get the help they need; when they need it. It should be the right help; from the right people; at the right time and their safety is always paramount.

The care and protection of children and young people in Scotland is set within the wider policy context of Getting it right for every child (GIRFEC); the UN Convention on the Rights of the Child and more recently within the findings from the Independent Care Review: The Promise (2020) which clearly advocates Scotland's ambition for children and young people – w*e grow up loved, safe and respected so that we realise our full potential.* We also acknowledge The Plan 2021 – 2024 which sets out the current five priority areas and key milestones – *the right to a childhood; whole family support; supporting the workforce; planning and building capacity.*

GIRFEC promotes action to improve the wellbeing of all children and young people across eight indicators of wellbeing. The GIRFEC approach has been tested and developed across Scotland since 2006. It is based on research evidence and the experiences of practitioners, families and children.

The GIRFEC wellbeing indicators (SHANARRI) are designed to optimise wellbeing and guide staff working with children, young people and their families to ensure that they are as **safe; healthy; achieving; nurtured; active; respected; responsible** and **included** as they can be.

Tayside Context

Tayside Plan

Within and across Tayside, the Tayside Plan for Children, Young People and Families 2021 – 2023 continues to be the shared/joint plan produced by the three Community Planning Partnership (CPP) areas of Angus, Dundee and Perth and Kinross.

It reflects shared leadership towards multi-agency, cross-border collaboration in the planning, management, commissioning, delivery, evaluation and improvement of services to children, young people and families. It also reflects a shared and longstanding commitment to implementing Getting it right for every child (GIRFEC).

The Plan has been developed by the three Tayside Councils, NHS Tayside, Police Scotland, Health and Social Care Partnerships, the third sector and other organisations to ensure a consistent approach towards agreed priorities and an absolute focus on improving outcomes for all children, young people and families, regardless of their circumstances.

Tayside Plan – Our Vision

 The Plan will achieve the Vision of ensuring that:

> *"Our children and young people will have the best start in life and Tayside will be the best place in Scotland to grow up"*

Tayside Plan – Our Five Priorities

1. Our children will have the **best start in life** in a nurturing environment
2. Our children and young people will be **meaningfully engaged with high quality learning** experiences to extend their potential
3. Our children will **grow up healthy, confident, and resilient** with improved mental and physical health and strengthened emotional wellbeing
4. Our children, young people and families at risk, who face significant inequalities and disadvantage, will have **improved life chances**
5. Our children and young people are **safe from harm**

Tayside Plan – Our Guiding Principles

- Rights based – this means that there is evidence that children's rights are considered in everything we do and that rights are promoted or enhanced by what we are doing

- Easily understood and accessible – we will make sure that we clearly say what we are doing and what difference it will make. We won't use confusing or stigmatising language, acronyms or jargon to ensure everyone has the same understanding of what we want to do

- Based on what people with lived experience tell us – this means asking, listening, and acting on the voice and experience of people who use services and have lived experience

- Linked clearly to evidence – it will be clear what our evidence base shows and we will measure the difference we are making. This will include use of data measures and the views of those accessing services, staff working with families, national impact reports and local research etc

- Making the best use of resources – the benefits of working together on a Tayside basis and across different agencies/services will be clearly stated

Perth and Kinross Context

Perth and Kinross Community Plan

Within Perth and Kinross, the Perth and Kinross Community Plan (Local Outcomes Improvement Plan - LOIP) 2017 – 2027 clearly articulates an ambitious vision for the future of our area, our communities and our families. The Plan clearly describes how the Perth and Kinross Community Planning Partnership (CPP) will achieve our shared ambition for excellence.

This is our Plan for positive outcomes for everyone in the areay, and in particular, to tackle stubborn and persistent inequalities which can reduce life chances and opportunities for people. The Plan is about improving the lives and experiences of everyone who lives, works and visits here. Its development and delivery is overseen by the CPP comprising public, private and third sector bodies.

Perth and Kinross Community Plan Vision

The vision for the next decade is simple and has been developed in dialogue with people who live in Perth and Kinross:

"Creating a confident, ambitious and fairer Perth and Kinross, for all who live and work here"

Perth and Kinross Community Plan Strategic Objectives

The Plan contains five strategic objectives to deliver the vision:

1. Giving every child the best start in life

2. Developing educated, responsible and informed citizens

3. Promoting a prosperous, inclusive and sustainable economy

4. Supporting people to lead independent, healthy and active lives

5. Creating a safe and sustainable place for future generations

Work of the Perth and Kinross Child Protection Committee (CPC)

The work of the Perth and Kinross Child Protection Committee in protecting children and young people from harm, abuse, neglect and exploitation and in keeping them safe, is fundamental to realising our vision for improving wellbeing and ensuring better outcomes for our most vulnerable and at risk children and young people.

The work of the CPC is articulated in this CPC Improvement Plan, which is aligned with, and supports both the Tayside Plan for Children, Young People and Families 2021 – 2023 and the Perth and Kinross Community Plan (Local Outcomes Improvement Plan) 2017 – 2027.

The CPC supports the ethos that *getting it right for every child is everyone's job* and that it is *still everyone's responsibility to keep children safe.*

Underpinning National Policy Documents

Underpinning the work of the CPC are *three key* national child protection policy documents; namely National Guidance for Child Protection in Scotland 2021 (Scottish Government: 2021); Protecting Children and Young People: Child Protection Committee and Chief Officer Responsibilities (Scottish Government: 2019) and A Quality Framework for Children and Young People in Need of Care and Protection (Care Inspectorate: 2019).

Protecting Children and Young People: Child Protection Committee and Chief Officer Responsibilities (Scottish Government: 2019) describes the functions of Child Protection Committees as:

- *Continuous improvement*
- *Public information, engagement and participation*
- *Strategic planning and connections*
- *Annual reporting on the work of the CPC*

About this CPC Improvement Plan 1 August 2021 – 31 July 2023

This Two-Year CPC Improvement Plan has been published as an agreed statement of intent, which partners are jointly committed to deliver; confirming that our capacity for improvement remains very strong. It is both ambitious and comprehensive.

It is our individual and collective continuous improvement programme for services to protect children and young people in Perth and Kinross. It describes and sets out our planned programme of improvements for 2021 – 2023. It is a dynamic resource and further areas for development and/or improvement will be added as and when required.

In developing this CPC Improvement Plan, we have taken cognisance of the various national and local drivers; including existing and emerging legislative and policy changes. It has taken cognisance of previous and existing improvement planning frameworks and existing and emerging scrutiny and inspection frameworks. It has also taken cognisance of recent local self-evaluation and review activities and from the learning identified from Initial Case Reviews (ICRs) and Significant Case Reviews (SCRs).

This CPC Improvement Plan is **outcome-focused and includes key performance indicator measures**, to evidence the **impact and outcomes** of our shared work (Appendix 1). It also contains a **schedule of ongoing CPC Actions/Tasks** (Appendix 2).

It has been structured in alignment with recent research work carried out within Tayside by Dr Sharon Vincent, Northumbria University, which identified key areas for practice improvement, which have been translated into 6 Priorities for Practice. These are:

Relationship with Children and Families:

1. *Focus on the Child*
2. *Engagement and Relationship Building*
3. *Assessment and Planning*

Working Together:

4. *Early Intervention and Support (Right Help at Right Time)*
5. *Partnership Working*
6. *Empowerment, Supervision and Leadership*

This CPC Improvement Plan contains a number of actions/tasks; some of which are a priority and others which are ongoing and/or maintenance. These are presented in a way which is intended to be SMART: ***specific; measurable; achievable; realistic*** and ***time-limited***.

Each action/task is aimed at keeping children and young people safe; protecting them from harm, abuse, neglect and exploitation and at delivering better outcomes for children, young people and their families. Strategic Leads are identified for each of the actions/tasks. **A number of the actions/tasks are being taken forward in partnership with the Tayside Regional Improvement Collaborative – Priority Group 5 (Safeguarding and Child Protection). A number of the actions/tasks will be supported by staff learning and development opportunities and with follow-up quality assurance processes.**

Monitoring, Evaluation, Outcomes and Impact

The Child Protection Inter-Agency Co-ordinator will be responsible for co-ordinating this CPC Improvement Plan on behalf of the CPC.

This CPC Improvement Plan will be monitored, evaluated and reviewed regularly by the CPC. The CPC will consider regular progress/update reports on each action/task and will, in turn, provide regular updates to the Children, Young People and Families Partnership (CYPFP).

Bill Atkinson

Independent Chair
Perth and Kinross Child Protection Committee
1 August 2021

Our Plan on a Page:

National Context		
GIRFEC	**UNCRC**	**Independent Care Review: The Promise**

Tayside Context
Aligned to priorities and guiding principles of the Tayside Plan for Children, Young People and Families 2021 – 2023

Priority 1: Our children will have the **best start in life** in a nurturing environment	*Priority 2*: Our children and young people will be **meaningfully engaged with high quality learning** experiences to extend their potential	*Priority 3*: Our children will **grow up healthy, confident, and resilient** with improved mental and physical health and strengthened emotional wellbeing	*Priority 4*: Our children, young people and families at risk, who face significant inequalities and disadvantage, will have **improved life chances**	**Priority 5**: Our children and young people are **safe from harm**
Rights based	Easily understood and accessible	Based on what people with lived experience tell us	Linked clearly to evidence	Making the best use of resources

Perth and Kinross Context
Aligned with the Perth and Kinross Community Plan **"Creating a confident, ambitious and fairer Perth and Kinross, for all who live and work here**

Giving every child the best start in life	Developing educated, responsible and informed citizens	Promoting a prosperous, inclusive and sustainable economy	Supporting people to lead independent, healthy and active lives	Creating a safe and sustainable place for future generations

Perth and Kinross Child Protection Committee (CPC)			
Continuous improvement	Public information, engagement and participation	Strategic planning and connections	Annual reporting on the work of the CPC

CPC Improvement Plan 1 August 2021 – 31 July 2023
This two-year CPC Improvement Plan has been published as an agreed statement of intent, which partners are jointly committed to deliver; confirming that our capacity for improvement remains very strong. It is outcome-focused and includes key performance indicator measures, to evidence the impact and outcomes of our shared work. It has been structured in alignment with recent research work, which identified key areas for practice improvement. These have been translated into **6 Priorities for Practice**. The Plan contains a number of **actions/tasks**; some of which are being taken forward in partnership with the Tayside Regional Improvement Collaborative – Priority Group 5 (Safeguarding and Child Protection). A number of the actions/tasks will be supported by staff learning and development opportunities and with follow-up quality assurance processes.

Relationships with Children and Families	**Working Together**
1. Focus on the child	*4. Early Intervention and Support (Right Help at Right Time)*
2. Engagement and relationship building	*5. Partnership Working*
3. Assessment and planning	*6. Empowerment, Supervision and Leadership*

CPC Improvement Plan 1 August 2021 – 31 July 2023					
Date	Progress/Update Report	Total Actions/Tasks	Total Actions/Tasks Completed	Total Actions/Tasks Added	Total Actions/Tasks Ongoing
01/08/2021	Published	25	-	-	25 (Year 1:10 and Year 2:15)

RAG Legend – Red Amber Green

R	**RED**: There are **significant** issues and/or risks that are impacting on the action/task right now = we are not delivering the action/task on time/scope/budget
A	**AMBER**: There are **some** issues and/or risks that are impacting on the action/task if not fixed = we are at risk of not delivering the action/task on time/scope/budget
G	**GREEN**: There are **no** issues and/or risks impacting on the action/task which is progressing according to plan = we are delivering the action/task on time/scope/budget

No	Expected Impact	Actions/Tasks	Strategic Lead	Target Timescale	R A G
**Priority 1: Relationship with Children and Families**
**Outcome 1 – Focus on the Child** *We will keep the child[1] at the centre of our work. We will see them, listen to them and focus on their physical, mental and emotional wellbeing. We will see beyond their outward presentation and seek to understand their lived experience. We will actively seek and support them to express their views, when assessing their needs and any potential risks. We will always involve them in assessment, planning and decision-making. We will be inquisitive, curious and alert to parental disguised non-compliance. The risks of disproportionate optimism, in respect of the parent's[2] potential to improve, will be fully understood and resisted. The child's welfare is always paramount.*
1	Children and young people are kept safe; they are seen; their voices are actively sought and heard in all assessment, planning and key decision-making processes	**1.1:** Further develop the existing provisions for seeking children and young people's views, including the views of their siblings and extended family; particularly those with lived experience, before, during and after key decision-making meetings; which ensures that they are listened to, understood and respected and that their views are taken into consideration in all single and multi-agency key decision-making processes	CPC Practice Improvement Working Group	By end of Year 2 31 July 2023	
		1.2: Further develop and strengthen the existing advocacy support provisions for children and young people; including the provisions for Independent Advocacy in key child protection meetings	Perth and Kinross Advocacy Working Group	By end of Year 2 31 July 2023	
		1.3: Promote and embed into practice the Tayside Multi-Agency Practitioner's Guidance: Key Child Protection Meetings – Information for Children and Families across all services and agencies to improve day-to-day practice	Child Protection Inter-Agency Co-ordinator	By end of Year 1 31 July 2022	
		1.4: Promote and embed into practice the Tayside Multi-Agency Practitioner's Guidance: Key Child Protection Meetings – Information for Practitioners across all services and agencies to improve day-to-day practice	Child Protection Inter-Agency Co-ordinator	By end of Year 1 31 July 2022	

[1] Note: Children and Young People including Unborn Babies
[2] Note: Parents and Carers

No	Expected Impact	Actions/Tasks	Strategic Lead	Target Timescale	R A G
	Practitioners are competent; confident; professionally inquisitive; curious; alert to and can skilfully respond to parental disguised non-compliance	**1.5:** Promote and embed into practice the Perth and Kinross CPC Multi-Agency Practitioner's Guide: Professional Curiosity across all service and agencies to improve day-to-day practice	Child Protection Inter-Agency Co-ordinator	By end of Year 2 31 July 2023	
*Outcome 2 – Engagement and Relationship Building*				

Outcome 2 – Engagement and Relationship Building

We will build and sustain constructive, positive and trusting relationships with children and families; which is both supportive and challenging. We will help parents to engage with services and agencies, as this is central to improving the child's wellbeing and minimising the risk of harm. We will adopt a trauma informed practice approach and understand the role of fathers, partners and other significant adults in a child's life.

No	Expected Impact	Actions/Tasks	Strategic Lead	Target Timescale	R A G
2	Practitioners and managers have an understanding and awareness of childhood trauma and their work with children and families is trauma informed	**2.1:** Further develop and embed a multi-agency whole system awareness and understanding of childhood trauma; develop a trauma informed workforce which is alert to, can recognise and respond to, the needs of children and young people affected by the impact of childhood trauma	Chief Social Work Officer (CSWO)	By end of Year 2 31 July 2023	
	Practitioners and managers have an understanding and awareness of domestic abuse and coercive controlling behaviour and their work with children and families is effective and domestic abuse informed	**2.2:** Develop and embed a multi-agency whole system awareness and understanding of domestic abuse and coercive controlling behaviour; develop a domestic abuse informed workforce which is alert to, can recognise and respond to, the needs of children and young people affected by domestic abuse and coercive controlling behaviour	Detective Chief Inspector – Police Scotland Tayside Division PPU/Violence Against Women Partnership	By end of Year 1 31 July 2022	
	Fathers, partners and/or significant others in a child or young person's life are involved in all assessment, planning and key decision-making processes which affect that child or young person	**2.3:** Develop and implement a Perth and Kinross CPC multi-agency practice guidance on the involvement and participation of fathers, partners and/or significant others in a child or young person's life; which ensures they are actively involved and engaged in all assessment, planning and key decision-making processes	CPC Practice Improvement Working Group	By end of Year 2 31 July 2023	

No	Expected Impact	Actions/Tasks	Strategic Lead	Target Timescale	R A G
		Outcome 3 – Assessment and Planning			
	*We will develop robust, dynamic assessments and plans which take a holistic view of the child's wellbeing, their environment and the impact of parental issues and behaviours. We will identify and analyse patterns of risk, using shared tools and techniques, being alert to the impact of cumulative and escalating concerns. We will develop robust plans which support and meet need and risk by building on family strengths and resilience, ensuring plans are accurate, evidence based, outcome-focused and SMART. We will always respond flexibly to changing family circumstances, reviewing the assessment and plan to ensure the child is safe and supported.*				
3	Inter-Agency Referral Discussions (IRDs) are robust; consistent and ensure highly effective actions are taken to keep children and young people safe from further harm and abuse	**3.1:** Promote and embed into practice the Tayside Multi-Agency Practitioner's Guidance: Inter-Agency Referral Discussions (IRDs) and IRD Recording Template, across all service and agencies to improve day-to-day practice and to ensure there is a consistent and high-quality approach to IRDs; particularly in relation to information sharing, safety planning, recording and decision-making	Detective Chief Inspector – Police Scotland Tayside Division PPU	By end of Year 1 31 July 2022	
	Vulnerable pregnant mothers and families get early help and highly effective support when there are concerns about their unborn baby (babies)	**3.2:** Promote and embed into practice the Tayside Multi-Agency Practitioner's Guidance: Concern for Unborn Babies (UBBs) across all service and agencies to improve day-to-day practice	Lead Nurse, Child Protection, NHS Tayside and Child Protection Inter-Agency Co-ordinator	By end of Year 1 31 July 2022	
	Chronologies are used effectively to identify significant events, patterns of escalating risk and inform key multi-agency assessments of risk, robust safety planning and key decision-making processes	**3.3:** Promote and embed into practice the Tayside Multi-Agency Practitioner's Guidance: Chronologies across all service and agencies to improve day-to-day practice	Child Protection Inter-Agency Co-ordinator	By end of Year 1 31 July 2022	
	Assessment frameworks are of a consistently high quality; take a whole family and whole system holistic approach to assessing risks and needs and inform robust safety planning and key decision-making processes	**3.4:** Review the existing single and multi-agency assessment frameworks and ensure that all services and agencies (whole system), including adult services, can and are able to contribute to a joint holistic (whole family) assessment of risks and needs, which informs robust safety planning and decision-making processes	CPC Practice Improvement Working Group	By end of Year 2 31 July 2023	

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No	Expected Impact	Actions/Tasks	Strategic Lead	Target Timescale	R A G
	Vulnerable children and young people, whose behaviour places them and/or others at risk of serious harm, are effectively supported and protected from further serious harm and/or abuse	**3.5:** Develop and implement a Perth and Kinross CPC multi-agency Framework for Risk Assessment Management and Evaluation (FRAME) for children aged 12 – 18; in compliance with the Scottish Government's Guidance: Framework for Risk Assessment Management and Evaluation (FRAME) for children aged 12 – 17 (June 2021)	CPC Practice Improvement Working Group and Protecting People Co-ordination Group	By end of Year 1 31 July 2022	
	Vulnerable young people, including transient young people, benefit from a whole family and whole system approach; particularly during their transition from children's services to adult services	**3.6:** Develop and implement a Perth and Kinross CPC multi-agency Vulnerable Young Person's Support and Protection Framework, which includes a transition pathway between children's services and adult services; particularly for vulnerable young people aged between 16 and 18, which ensures a whole system approach in relation to holistic (whole family) assessment of risks and needs and which informs robust safety planning and decision-making processes	Protecting People Co-ordination Group	By end of Year 2 31 July 2023	
**Priority 2: Working Together**				
**Outcome 4 – *Early Intervention and Support (Right Help at the Right Time)***				
*We will have in place early and effective intervention which aims to minimise the risk of further harm and abuse to children. We will refresh and embed the Getting it right for every child approach across all services and agencies to ensure that children get the right help, at the right time, from the right people. This will include widespread use of the National Practice Model and support for those fulfilling the role of the named person and those carrying out the role of the Lead Professional. We will develop a shared threshold and understanding about how to address neglect and enhance wellbeing. We will also have an understanding of the impact of rurality and poverty.*				
4	Practitioners and managers are GIRFEC practice informed and aware, which ensures children and young people get the help they need; when they need it and it is the right help; from the right people at the right time	**4.1:** Support the reinvigoration of the *Getting it right for every child (GIRFEC)* approach within all services and agencies across Perth and Kinross, in compliance with the refreshed Scottish Government GIRFEC Guidance; in particular the: • Principles and Values • National Practice Mode • Role of the named person • Role of the Lead Professional	Depute Director of Education and Children's Services	By end of Year 2 31 July 2023	

No	Expected Impact	Actions/Tasks	Strategic Lead	Target Timescale	R A G
		• Information Sharing • Child/Young Person's Plan • Planning Meetings			
	Child's Plans are SMART and used effectively to protect children and young people from further harm and abuse	4.2 Review the existing Tayside Child's Plan and Guidance to ensure that all services and agencies (whole system), including adult services, can and are able to timeously contribute to a joint holistic (whole family) SMART Child's Plan, which addresses risks and needs	CPC Practice Improvement Working Group	By end of Year 1 31 July 2022	
	Practitioners and managers are alert to the impact of poverty on children and families and are aware of the range of agency help and supports available to support them	4.3: Further develop and raise multi-agency awareness and understanding of the impact of all types of poverty (both rural and urban) on children, young people and families across Perth and Kinross; supported by a multi-agency social needs screening pathway to mitigate that impact	Perth and Kinross Child Poverty Project Officer and Child Poverty Working Group	By end of Year 2 31 July 2023	
	Practitioners and managers can recognise and respond effectively to harm, abuse and non-accidental injuries sustained by children, young people and in particular, non-mobile babies	4.4: Develop and disseminate a Perth and Kinross CPC multi-agency practice guidance on the recognition and response to what constitutes harm, abuse and Non-Accidental Injuries (NAIs) in children and young people; in particular the safe handling of young babies who are non-mobile, all supported by public health type messaging approach	Consultant Paediatrician and Child Protection Inter-Agency Co-ordinator	By end of Year 1 31 July 2022	

Outcome 5 – *Partnership Working*

We will work in partnership across children services, adult services and geographical areas in the best interests of the child. We will have a clear understanding of each other's roles, responsibilities and limitations and work flexibly in the best interests of the child. We will proportionately share and exchange relevant information as necessary. This will be enabled through reasoned, confident and accurate recording of what information is to be shared; why the information is to be shared; with whom the information is to be shared and the likely risks if the information is not shared. We will work together to resolve any disputes or disagreements and escalate concerns where appropriate.

No	Expected Impact	Actions/Tasks	Strategic Lead	Target Timescale	R A G
5	Children and young people at risk of poor parenting and/or neglect are identified early and benefit from an effective early response and support	5.1: Further develop and implement across all services and agencies a shared and consistent understanding and awareness of how to address neglect and enhance wellbeing; with a particular focus on early identification; agreed thresholds; high quality intervention and support mechanisms	CPC Practice Improvement Working Group	By end of Year 2 31 July 2023	

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No	Expected Impact	Actions/Tasks	Strategic Lead	Target Timescale	R A G
	Practitioners have the confidence to challenge each other where necessary; know how to resolve any disputes or disagreements and know how and when to escalate concerns	**5.2:** Promote and embed into practice the Perth and Kinross CPC Multi-Agency Practitioner's Guide: Resolution and Escalation Arrangements across all service and agencies to improve day-to-day practice	Child Protection Inter-Agency Co-ordinator	By end of Year 1 31 July 2022	
	Practitioners accurately record all contacts, observations, interventions and involvements with children and young people in case files and on agency data bases effectively and timeously	**5.3:** Develop and implement a Perth and Kinross CPC multi-agency good practice guidance on effective case recording which supports the assessment of risks and needs; informs robust safety planning and decision-making processes	CPC Practice Improvement Working Group and PKC Legal Services	By end of Year 2 31 July 2023	
**Outcome 6 – *Empowerment, Supervision and Leadership***				
*We will be enabled and empowered by strong and effective collective leadership which is visible and accessible. We will be enabled by high quality supervision which promotes reflective and critical thinking, professional curiosity and confidence to challenge. We will have confidence to apply professional judgement. A culture of constructive support and challenge will be fostered, which embodies shared values and principles. Peer support will also be made available through networks of support and regular meetings. Clear guidance will support practice and checks, and balances put in place to test out staff understanding. Communication lines and processes will be put in place to listen to and understand staff concerns re workload; working conditions; emerging issues and professional concerns. We will have access to continuous professional development and single and multi-agency child protection learning and development opportunities. We will establish a positive learning culture across services and agencies which improves day-to-day child protection practice.*				
6	Practitioners are supported and empowered by national and local child protection guidance which is clear, concise, readily accessible and which supports effective day-to-day practice	**6.1:** Implement and embed into the local child protection practice arrangements the Scottish Government's refreshed National Guidance for Child Protection (Scottish Government: 2021); supported by the Perth and Kinross CPC refreshed Inter-Agency Child Protection Guidelines 2021	Independent Chair of the CPC and Child Protection Inter-Agency Co-ordinator	By end of Year 2 31 July 2023	
	Child protection processes and practices continuously improve through the reflective learning gained from multi-agency learning reviews; thereby improving practice and outcomes for children and young people	**6.2:** Implement and embed into local child protection arrangements the Scottish Government's National Guidance for Child Protection Committees: Undertaking Learning Reviews Protection (Scottish Government: 2021); supported by the Perth and Kinross CPC refreshed Joint Protocol: Learning Reviews 2021	Independent Chair of the CPC and Child Protection Inter-Agency Co-ordinator	By end of Year 2 31 July 2023	

No	Expected Impact	Actions/Tasks	Strategic Lead	Target Timescale	R A G
	Child Protection practitioners and managers are supported with, and can readily access, effective, high-quality support and supervision	**6.3:** Develop and implement a shared peer support and/or staff supervision model which promotes courageous conversations; critical thinking and reflective practice for child protection workers within all services and agencies across Perth and Kinross	CPC Practice Improvement Working Group	By end of Year 2 31 July 2023	
	Practitioners and managers are competent, confident and skilful in their engagement and involvement with children, young people and families and their practice is of a consistently high quality	**6.4:** Implement the Tayside Child Protection Workforce Development Plan and embed the Priorities for Practice within all services and agencies across Perth and Kinross; using a co-production approach with practitioner and managers to improve culture, ethos and day-to-day child protection practice	Learning and Development Lead Tayside Regional Improvement Collaborative (TRIC) Priority Group 5 (PG5): Safeguarding and Child Protection	By end of Year 2 31 July 2023	

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Appendix 1 – Key Performance Indicator (KPIs) Measures

No	Action/Task	KPI Measures	Evidence Source of Success – Menu of Options (Frequency per the CPC Self-Evaluation Calendar 2021 – 2023)
1	1.1	Children and young people's views, including the views of their siblings and extended family; are routinely and meaningfully captured in all key decision-making processes	• Review of Minutes, Assessments and Plans • Survey Feedback from children and young people • Sampling (No. and %) of cases evaluated as good or better • Staff Survey/Focus Groups • Sampling (No. and %) of staff reporting increased awareness/improved practice/improved confidence • Survey Feedback from fathers, partners and/or significant others • Review of IRD Templates/Minutes • No. of IRDs held – Monthly • Sampling (No. and %) of IRDs evaluated as good or better • Sampling (No. and %) of staff reporting increased awareness/improved IRD practice • No. on UBB Referrals from services/agencies – Monthly • No. and % Sampling of Chronologies evaluated as good or better • Sampling (No. and %) of staff reporting increased awareness/improved Chronology practice • Sampling (No. and %) of Assessments evaluated as good or better • Sampling (No. and %) of staff reporting improved Assessment practice • Sampling (No. and %) of Plans evaluated as good or better • Sampling (No. and %) staff reporting improved Planning practice
	1.2	Advocacy provision and support is routinely made available and provided for all children and young people involved in key-decision making processes	
	1.3	Practice guidance is cascaded widely, easily accessible and has improved practice	
	1.4	Practice guidance is cascaded widely, easily accessible and has improved practice	
	1.5	Professional curiosity practice guidance is cascaded widely, easily accessible and has improved practice and confidence	
2	2.1	Staff training empowers and supports a trauma informed workforce	
	2.2	Staff training empowers and supports a domestic abuse informed workforce	
	2.3	Fathers, partners and significant others are actively involved in key decision-making processes which affect their child	
3	3.1	IRD practice guidance is cascaded widely, easily accessible and has improved IRD practice	
	3.2	Concern for unborn baby (UBBs) practice guidance is cascaded widely, easily accessible and has improved the recognition and response practice	

No	Action/Task	KPI Measures	Evidence Source of Success – Menu of Options (Frequency per the CPC Self-Evaluation Calendar 2021 – 2023)
	3.3	Chronology practice guidance is cascaded widely, easily accessible and has improved Chronology practice	• No. of Young People supported by FRAME • FRAME KPIs/Dataset for CPC reporting and monitoring • No. of Young People supported during Transition • Quality Assurance and Review of Neglect cases – No. and % Sampling of cases evaluated as good or better • CPC Publications – Updated • CPC Inter-Agency Training Courses and Materials – Updated • No. of Learning Review Notifications to the CPC and their Outcomes • No. of 5 Minute Practitioner Learning Briefing issued and impact feedback • No. and type of learning and development opportunities/courses made available to staff • No. of staff undertaking various learning and development opportunities courses/events • Sampling (No. and %) of staff evaluating the courses as good or better • Sampling (No. and %) of staff reporting increased awareness/improved knowledge post training (exit on-the-day evaluations and workplace evaluations) • No. of staff participating in Co-Production work
	3.4	Assessments have improved; address both risks and needs and are of a consistently high standard	
	3.5	Practice guidance to support vulnerable children and young people is cascaded widely, easily accessible and has improved recognition and response practice	
	3.6	Practice guidance for young people in transition is cascaded widely, easily accessible and has improved practice	
4	4.1	The GIRFEC approach and practice model is widely understood and embedded across all services and agencies and has improved practice	
	4.2	Child and young people's plans are SMART and robust	
	4.3	All aspects of Poverty, as described in national and local child protection guidance is widely understood, recognised and improved response practice across all services and agencies	
	4.4	Harm, abuse and non-accidental injury practice guidance is cascaded widely, easily accessible and has improved recognition and response practice	
5	5.1	Neglect is widely recognised, responded to quickly and addressed effectively	

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No	Action/Task	KPI Measures	Evidence Source of Success – Menu of Options (Frequency per the CPC Self-Evaluation Calendar 2021 – 2023)
	5.2	Resolution and escalation practice guidance is cascaded widely, easily accessible and has improved practice and confidence	
	5.3	Recording practice guidance is cascaded widely, easily accessible and has improved recording practices	
6	6.1	National child protection guidance has been successfully translated into the local child protection arrangements and fully implemented	
	6.2	National learning review guidance has been successfully translated into the local child protection review arrangements and fully implemented	
	6.3	A shared support and supervision model is in place which facilitates courageous conversations; critical thinking and reflective practice	
	6.4	Child Protection Workforce Development Plan and Programme, supporting and empowering a multi-agency skilful workforce rolled-out across Perth and Kinross	

Appendix 2 – Ongoing/Maintenance 2021 – 2023

No	Ongoing/Maintenance – Actions/Tasks	Expected Impact	Timescale
1	Continue to develop multi-agency qualitative and quantitative key child protection performance management measures and indicators in compliance with the National Minimum Dataset for CPCs; the Tayside Shared Dataset for CPCs and the Perth and Kinross CPC Management Information and Performance Outcome Framework	Use of multi-agency qualitative and quantitative key child protection performance management measures and indicators enables us to analyse patterns and trends over time and consider service delivery change and improvement	Ongoing 2021 – 2023
2	Continue to support and promote the rights and articles of the United Nations Convention on the Rights of the Child (UNCRC) and ensure that children's rights are embedded in all our work with children and young people	Children and young people's rights are respected and embedded in all key child protection processes and practices	Ongoing 2021 – 2023
3	Continue to support and promote the findings; the fundamentals and the priority areas from The Independent Care Review: The Promise and the Plan 21 - 24	Children and young people grow up loved, safe and respected and can realise their full potential	Ongoing 2021 – 2023
4	Continue to promote the Perth and Kinross Code of Practice: Information Sharing, Confidentiality and Consent (Refreshed 30 September 2020)	Information is shared proportionately, legitimacy and only where necessary to safeguard, support and promote the welfare of children and young people	Ongoing 2021 – 2023
5	Continue to support the Perth and Kinross Protecting People Chief Officers' Group (COG) and the Protecting People Coordination Group (PPCG) in their collective work to protect vulnerable individuals and groups and to prevent the harm and abuse of those who may be at risk across Perth and Kinross	Vulnerable people are protected from harm, abuse and exploitation by strong and effective leadership, direction and challenge and by the collective partnership working of constituent agencies of the public protection partnerships across Perth and Kinross	Ongoing 2021 – 2023
6	Continue to support the work of the Tayside Child Exploitation Working Group (CEWG) to improve basic awareness and understanding across all services and agencies of child sexual abuse (CSA); child sexual exploitation (CSE) and child criminal exploitation (CCE) by implementing the provisions of the CEWG Work Plan	Children and young people are protected and kept safe from sexual and criminal harm, abuse and exploitation across Perth and Kinross	Ongoing 2021 – 2023

No	Ongoing/Maintenance – Actions/Tasks	Expected Impact	Timescale
7	Continue to promote the Perth and Kinross CPC Inter-Agency Child Protection Learning and Development Framework and Programme to improve culture, ethos and day-to-day child protection practice	Practitioners and managers are competent, confident and skilful in their engagement and involvement with children, young people and families and their practice is of a consistently high quality	Ongoing 2021 – 2023

PERTH AND KINROSS COUNCIL

15 December 2021

**PERTH AND KINROSS ADULT PROTECTION COMMITTEE
ANNUAL REPORT 2020/2021**

**Report by Chief Social Work Officer
(Report No. 21/243)**

PURPOSE OF REPORT

Perth and Kinross Adult Protection Committee (APC), in compliance with Scottish Government guidance, publishes biennial reports. A biennial report was presented to the Scottish Government covering the reporting period 2019/20 and another will be presented for the period 2021/22.

This annual report for 2020/2021 provides an overview of the key activities and work of the APC partners to safeguard the welfare and interests of adults from harm.

This report focuses on the impact of the COVID-19 pandemic on adults at risk, how performance has been maintained and how services and agencies have successfully adapted. This report confirms that the APC continues to place a strong emphasis on learning and development and has prepared a programme of evidence-based improvement work for 2021/2022.

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1. **BACKGROUND/MAIN ISSUES**

1.1 Section 46 of the Adult Support and Protection (Scotland) Act 2007 requires Conveners of APCs to produce a biennial report on the exercise of the committee's functions in the preceding two years. Reports summarising the findings are published on the Scottish Government website. Annual reports are prepared by the Perth and Kinross APC to provide assurance about the multi-agency adult support and protection arrangements and to demonstrate the ongoing cycle of self-evaluation and audit. The Council agreed in 2018 that, in order to support good practice and regular scrutiny of continuous improvement in public protection, it would receive annual reports of the work of the APC.

1.2 The APC Annual Report 2020/2021 presents an overview of the performance of multi-agency working to protect adults at risk of harm. The report sets out achievements, key strengths, and areas for further improvement over the last year. This report also describes the impact of the COVID-19 pandemic, and importantly, how services have adapted to meet new challenges and demands.

1.3 On page 4 of the report, there is a summary infographic of adult protection activity throughout 2020/2021. It identifies the key changes in the volume and activity of key multi-agency adult protection processes. This year, in line with the aims of the committee to improve management information, the report contains a broader set of data and richer analysis.

Positively, this comes at a time when there has never been a greater need to understand in more detail the impact of the pandemic on the lives of our most vulnerable and at-risk members of our communities.

Key Themes and Assurances

1.4   The data shows an incremental growth in the number of adult protection (AP) concerns with 1819 AP concerns received in 2020/21 compared to 1593 in 2019/20. This represents a 14% increase. Although there is no national AP data set, this increase would appear to be consistent with the national picture.

1.5   Adult protection referrals were received from a wide range of sources, with the main three sources being Police, Health, and social work/local authority. Fire and ambulance services, care homes and the general public have also referred. This indicates a growing awareness of adult protection, and a confidence in the reporting of concerns.

1.6   The profile of people referred to adult support and protection processes shows that older women are most likely to give cause for concern. As with previous years, vulnerability factors include infirmity due to old age, mental health, physical disability, and learning disability.

1.7   There has also been an increase in adult support and protection activity for younger adults, and in particular, younger adults affected by learning disability, mental ill-health, and substance use. This is an encouraging sign that partners have an increased awareness of vulnerability and risk. Younger adults are more likely to be the subject of repeat referrals typically featuring diagnoses of borderline personality disorder, alcohol/substance misuse, and self-harming behaviour.

1.8   There has been a higher number of referrals for women over men. Men are more likely to be referred when under the age of 65, with women more likely to be referred above the age of 65.

1.9   Harm is most likely to occur within a home setting, either a person's own home or within a care home. Incidents of harm in care home settings are often found to relate to harm between care home residents, at the low end of severity, and do not relate to harm from staff members or other third parties.

1.10   The most prevalent types of harm remain relatively consistent, with physical harm, financial harm, neglect, self-harm, and psychological harm the most reported. It should be noted that many investigations involve multiple types of harm.

Adapting Adult Support and Protection (ASP) During COVID-19

1.11   Page 36 of the annual report provides a more detailed account of the response to the COVID-19 pandemic and how services adapted to the challenges.

Adult support and protection was identified as an essential service by the Council, and in addition to strengthening the governance and oversight of this

work, a high priority was placed on ensuring that there were sufficient numbers of appropriately trained and experienced social workers to carry out this work. This included a temporary move to 7-day operations to support an increase in volume of activity outside normal office hours.

1.12 The report highlights a number of improvements in performance and practice in 2020/2021 that have been achieved within the most challenging of circumstances:

- The number of AP concerns increased by 14%, however, the proportion of concerns screened within 24-hours has remained steady at 98%;

- The number of AP Concerns that progressed to formal ASP inquiry or investigation increased by 22% and notably performance against timescales for completion continued to improve; and

- The number of APC case conferences increased from 12 in 2019/20 to 75 conducted in 2020/2021.

Continuous Improvement

1.13 The APC has maintained a focus on continuous improvement and the annual report looks forward to 2021/22 and identifies a programme of improvement actions. This includes:

- Further work to understanding the true and long-term impact of COVID-19 locally in relation to adults in need of support and protection;

- A focus on key risk factors including violence against women, financial harm, drug and alcohol use, mental ill-health, and suicide prevention;

- Priority focus on young people and adults in transition between services and securing improvements in the multi-agency, co-ordinated response;

- Engaging supported people in a more meaningful way and developing an AP specific communications strategy;

- Development and implementation of a robust multi-agency data set to inform planning, manage workload efficiently, target resources on key issues, to inform improvements to practice, and to demonstrate outcomes;

- Capturing learning from adverse events and learning reviews with partner agencies across Tayside; and

- Recognising the importance of chronologies as a means to identifying patterns of behaviour and escalating risks, improve multi-agency practice in preparing and using multi-agency chronologies to identify, share and respond to risk.

2. CONCLUSION AND RECOMMENDATIONS

2.1 The Perth and Kinross APC Annual Report provides a comprehensive overview and analysis of adult protection activity over 2020/2021. It provides assurance to Council that the protection and welfare of vulnerable and at-risk adults has been prioritised throughout. Notably, the governance arrangements for public protection have been strengthened over the last year, and in particular, the management of COVID-19 specific risks are identified and managed across all public protection partnerships.

The report clearly shows the pressures arising from increasing demand. It also demonstrates that this has been managed effectively by prioritising resources and ensuring that there are sufficient skilled social workers to respond timeously and effectively. This will continue to be monitored closely. It is commendable that key improvements in performance have been achieved in the most challenging of years.

2.2 It is recommended that Council:

(i) Notes the wide range of work being carried out by Perth and Kinross Council and partners through the Adult Protection Committee, to provide high quality services to protect adults at risk and the commitment to continuous improvement; and

(ii) Endorses the contents of the Perth and Kinross Adult Protection Committee Annual Report for 2020/2021.

Authors

Name	Designation	Contact Details
Iain Wilkie	Interagency Adult Protection Co-ordinator	ECSCommittee@pkc.gov.uk
Jacquie Pepper	Chief Social Work Officer	01738 475000

Approved

Name	Designation	Date
Jacquie Pepper	**Chief Social Work Officer**	**17 November 2021**

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All Council Services can offer a telephone translation facility.

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	**Yes**
Corporate Plan	**Yes**
Resource Implications	
Financial	n/a
Workforce	n/a
Asset Management (land, property, IST)	n/a
Assessments	
Equality Impact Assessment	n/a
Strategic Environmental Assessment	n/a
Sustainability (community, economic, environmental)	n/a
Legal and Governance	n/a
Risk	n/a
Consultation	
Internal	**Yes**
External	**Yes**
Communication	
Communications Plan	n/a

1. Strategic Implications

Community Plan/Single Outcome Agreement

1.1 This section sets out how the proposals relate to the delivery of the Perth and Kinross Community Plan/Single Outcome Agreement in terms of the following priorities:

(i) Giving every child the best start in life;
(ii) Developing educated, responsible, and informed citizens.
(iii) Promoting a prosperous, inclusive, and sustainable economy.
(iv) Supporting people to lead independent, healthy and active lives; and
(v) Creating a safe and sustainable place for future generations.

This report relates to Objective No. (iv).

Corporate Plan

1.2 This section sets out how the proposals relate to the achievement of the Council's Corporate Plan Objectives.

(i) Giving every child the best start in life;
(ii) Developing educated, responsible and informed citizens;
(iii) Promoting a prosperous, inclusive and sustainable economy;
(iv) Supporting people to lead independent, healthy and active lives; and
(v) Creating a safe and sustainable place for future generations.

This report relates to Objective No. (iv).

1.3 The report also links to the Education & Children's Services Vision, Values and Priorities in respect of the following key Priority area: *(please select **one** **Priority area** from the list below as appropriate)*

- Best Start
- Learning and Achievement
- Health and Wellbeing
- Care and Equity
- Safe and Protected

2. Resource Implications

Financial

2.1 There are no known resource implications at this time.

Workforce

2.2 There are no known workforce implications at this time.

Asset Management (land, property, IT)

2.3 There are no asset management implications at this time.

3. Assessments

Equality Impact Assessment

3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.

This report has been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:

(i) Assessed as **not relevant** for the purposes of EqIA.

Strategic Environmental Assessment

3.2 The matters presented in this report were considered under the Environmental Assessment (Scotland) Act 2005 and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

Sustainability

3.3 Under the provisions of the Local Government in Scotland Act 2003, the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. Under the Climate Change

(Scotland) Act 2009 the Council also has a duty relating to climate change and, in exercising its functions must act:

- In the way best calculated to delivery of the Act's emissions reduction targets.
- In the way best calculated to deliver any statutory adaption programmes.
- In a way that it considers most sustainable.

This report is not applicable to sustainability.

Legal and Governance

3.4   There are no legal implications at this time.

3.5   N/A

Risk

3.6   There are no associated risks at this time.

4.   Consultation

Internal

4.1   The Head of Adult Services within the Health & Social Care Partnership (HSCP) and partners have been consulted in the preparation of this report.

External

4.2   The Adult Protection Committee and partners have been consulted in the preparation of this report.

5.   Communication

5.1   There are no communication issues at this time.

2.   BACKGROUND PAPERS

2.1   None.

3.   APPENDICES

3.1   Appendix 1 – Adult Support and Protection (ASP) Annual Report 2020 - 2021

Adult Support and Protection (ASP)

Annual Report

2020 - 2021

Contents

1. Introduction by the Chair of the Adult Protection Committee

I am pleased to present the Annual Report on the work of the Adult Protection Committee in Perth and Kinross (P&K) from April 2020 to March 2021 and is in addition to the Biennial report which is a legal requirement to produce for the Scottish Government and which is due again in 2022.

This report gives particular focus to the impact of the COVID-19 pandemic and how it has affected adults at risk, how performance has been maintained and how services and agencies have successfully adapted. The report also confirms that the APC continues to focus on learning and improvement and has prepared a programme of improvement work for 2021 and beyond.

Whilst the COVID-19 pandemic was emerging during the last period of the previous Annual Report, there is no doubt, like all parts of society, Adult Support and Protection has been seriously affected by the pandemic over the last 18 months. For example, national and local research and experience has highlighted greater social isolation, shielding, and more limited and restricted opportunity for community support have all placed additional pressures on the most vulnerable and has resulted in increases in mental health issues, domestic violence, and pressures in care homes. To respond to these challenges, services too have had to significantly adapt including much more use of home/remote working, supported by digital technology, more close monitoring of the availability of key staff in adult protection and changes to working rotas and patterns to support areas under most pressure (eg care home, out of hours services). The COVID-19 crisis has required a collaborative approach across all key agencies and accelerated the progress that was already progressing in relation to a public protection approach in Perth and Kinross. Over the year, this has developed into a formal partnership under the leadership of the Chief Social Work Officer and working together has been particularly useful in the development of more comprehensive data to inform key decision making and a common risk management approach across the public protection areas. In particular, within Adult Support and Protection, enhanced data analysis has identified that despite a rising demand in Adult Protection work, performance in response to demand has also improved.

Initially during the pandemic, both nationally and locally, some of the plans for self-evaluation and improvement work had to be slowed but this has now resumed. For example, the National Improvement Programme, including scrutiny, is again fully operational and locally too, audit and self-evaluation around some of our key processes and leadership is ongoing. An important part of improvement work is learning from case reviews and in Perth and Kinross, as nationally, we have seen an increase in cases considered for Initial and Significant Review, although numbers remain very small.

Whilst the Annual Report is about reviewing and reflecting on progress over the last year, it is also importantly about planning for the future, and this year, the report includes an Improvement Plan outlining key priorities for the coming year including, further understanding of the impact of the pandemic on Adult Protection work; working across public protection to jointly tackle issues including young people in transition; violence against women; financial harm and mental health. We also need to continually review key processes such as how we gather and use chronologies; use initial referral discussions and importantly how we involve service users and their families in service delivery and planning.

Lastly, I would like to acknowledge in the last year, Mary Notman has retired after a very lengthy period as Adult Protection Co-ordinator in Perth and Kinross. Mary was one of a small band nationally who advocated tirelessly for greater protection for vulnerable adults in legislation, policy, and practice. Mary's enthusiasm and compassion will be sorely missed, but I am delighted that Iain Wilkie has taken over the role, and management and administrative support has been enhanced.

Independent Chair

Perth & Kinross Adult Protection Committee

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Background

The Adult Support and Protection Act (Scotland) 2007 aims to protect adults who are unable to safeguard their own interests and are at risk of harm because they are affected by disability, mental disorder, illness or physical or mental infirmity. The Act places duties on councils and other organisations to investigate and, where necessary, act to reduce the harm or risk of harm.

Section 46 of the Act requires the Convenors of Adult Protection Committees (APC) to produce a biennial report analysing, reviewing, and commenting on APC functions and activities in the preceding two years. However, it is our position that an annual standard and quality report is also produced to give an overview of the key activities and work of the APC to safeguard adults from harm. This report identifies achievements, key strengths, the impact of the COVID-19 pandemic and areas for further improvement. It also sets out the APC's programme of improvement work for 2020 and beyond.

The format of this report has changed from previous annual reports submitted by the APC. In this reporting year, the Scottish Government has been working in collaboration with IRISS (https://www.iriss.org.uk/) to develop a consistent biennial reporting template for all APCs to use to help focus on key areas of AP activity and give the opportunity for committees to compare and contrast AP activity nationally.

Reporting

The purpose of the annual report is to give an overview and some analysis of the Adult Protection (AP) activity across Perth & Kinross between 1 April 2020 and 31 March 2021.

This report seeks to report and analyse the effectiveness of ASP activity over this last reporting year, identify the achievements and areas for improvement.

2. ASP Summary 2020 - 2021

What we found

1819 Total referrals
249 Adult Support and Protection cases

API

- 35% Financial Harm
- 22% Neglect
- 21% Physical Harm

Who is receiving support?

- 13% Frailty
- 27% Dementia
- 14% Learning Disability
- 2% Substance Misuse
- 19% Mental Health
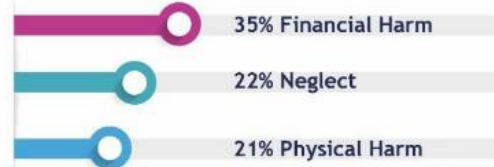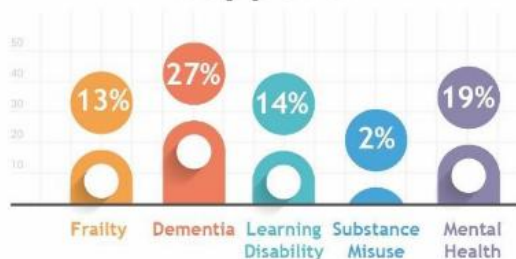
What was the impact on adults at risk?

- 98% AP screened within 24 hours
- 5% led to criminal proceedings
- 55 people have been supported by independent advocacy

Where does harm happen?

- own home 43%
- care setting 30% private and Local Authority

What age group is most at risk?

Those over the age of 81 are more likely to be considered at risk, followed by those within the 65-80 age group then those aged 16-24

- 81+ years of age 39%
- 65-80 years of age 26%
- 16-24 years of age 15%

What we did in 2020/21

- Made progress with the improvement plan
- Implemented an IRD process
- Strengthen relationships across public protection service
- Implemented better arrangements for protecting residents in care settings

Other information

03 Protection Orders

What are our priorities?

- Increased engagement with adults, families and carers. Engaging better with VAW, young adults and transitions
- Better connections with other protection services
- Improving practice and service improvement by better use of data

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3. Local and National Context to Adult Support & Protection

3.1 Perth & Kinross

Perth and Kinross cover an area of 5,286 square kilometres and is the fifth largest area by land mass in Scotland. As of 2019, it had a population of 151,950[1]; which has grown 12.9% over the past decade, compared to 7.6% for the whole of Scotland. It is the 8th fastest growing population in Scotland. The number of people resident in Perth & Kinross who are over 65 years old accounts for 23.6% of the population, compared to 17% for the whole of Scotland[2]. The age group 75 and over has increased by 50.1% over the past decade, whilst its younger age cohort (25-44 years) decreased by 8.6%.

The older age profile is reflected in that the average age of the population in Perth and Kinross is 43 years, slightly higher than the national average age of 40 years.

The population of Perth and Kinross is made up of 74,729 males and 77,221 females.

- There are 24,421 (16.1% of population) children (aged 15 and under)
- There are 91,695 (60.3%) people of working age (aged 16-64)
- There are 35,834 (23.6%) older people (aged 65 and over)

The geographical distribution of the population across urban, rural, and remote areas poses challenges for the planning and delivery of services.

In Perth and Kinross, there are five community planning partnerships:

- Perth City
- Kinrosshire, Almond & Earn
- Strathearn
- Highland and Strathtay
- Strathmore

These localities each have a local action partnership made up of elected members, communities, and public services.

Through the local action partnerships, the community planning partnership identifies their particular needs and challenges. Perth & Kinross council has 40 councillors in 12 electoral wards.

NHS Tayside is responsible for commissioning health care services for residents across Tayside and had a combined population of 416,550 based on mid-year 2020 population estimates published by National Records of Scotland.

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[1] https://www.nrscotland.gov.uk/files/statistics/council-area-data-sheets/perth-and-kinross-council-profile.html#population_estimates

[2] https://www.scotlandscensus.gov.uk/census-results/at-a-glance/population/

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3.2 ASP Vision & Purpose

People have the right to live as independently as possible in a safe environment, free from harm, to have their wishes and feelings considered and to have the minimal amount of intervention into their personal lives.

To support and protect adults who may be at risk of harm or neglect and who may not be able to protect themselves.

In this last year, we have been actively promoting and testing the awareness of ASP vision and purpose with practitioners and the extent to which the ASP vision and practice is embedded in practice.

3.3 ASP National Context

Adult Support and Protection in Perth & Kinross is set within the wider policy in Scotland and the National Policy Forum.

https://www2.gov.scot/Topics/Health/Support-Social-Care/Adult-Support-Protection

The National ASP Strategic Forum

The National Forum provides a strategic and cross sectoral view of what is needed to improve the delivery of Adult Support and Protection across Scotland. The Forum will assist Scottish Government and delivery partners in identifying the workstreams required to improve the assurance and operation of Adult Support and Protection and its interface with existing and developing legislative and policy areas.

The Scottish Government also supports the role of the National Adult Protection Co-ordinator. This role involves making connections to build stronger local networks and to improve the co-ordination, development, and dissemination of best practice, as well as promoting joint working between Adult Protection Committees.

The National Improvement Plan has identified 6 main areas:

- Assurance and Inspection
- Governance and Leadership
- Data and outcomes
- Policy
- Practice Improvement
- Prevention

4. Statutory Requirements

The following is an overview of the pressures, developments, complexities, and challenges in delivering AP activity within this reporting year and the AP governance arrangements that oversees this work.

4.1 AP Work Seen as a Priority

As will be discussed throughout this annual report, the impact of Covid has had a significant impact in how all services have been delivered since 1 April 2020. Throughout this reporting year, it has been seen as a service priority that Perth & Kinross had sufficient and available Council Officers to carry out AP work. Much of this was set against the backdrop of not being clear about the actual or potential pressure or impact the Covid pandemic had or had the potential to have on AP activity. In the early to mid-phase of Covid, data on Council Officer availability and data on ongoing AP work was reported to senior governance groups on a daily basis to give the assurances that P&K was able to meet the demands of all AP activity. Throughout this reporting year, there is no evidence that Perth & Kinross was unable to fulfil its statutory role in delivering AP work. However, evidence does show from within our data that despite the pressures, complexities, and challenges practitioners faced to fulfil statutory ASP responsibilities, improvements have been made in a number of AP areas. These include improvements in screening the increase in AP concerns within a 24-hour period and improvements in terms of inquiries and investigations completed within regulated timelines.

In the early phase of the pandemic, social workers moved into a more flexible 7-day working pattern to support any influx of concerns or referrals as a direct or indirect consequence of Covid. This arrangement also supported our existing out of hours social work service. However, after close monitoring and analysis of the AP concerns received, this arrangement stood down after a 2-month period and social workers and Council Officers returned to normal working patterns.

Our data shows that there has been no single spike, or a series of spikes, in AP concerns received across the range of all AP activity since 1 April 2020, despite the impact of Covid, and this seems to be a trend and theme experienced across nationally. However, the data on AP concerns received throughout this reporting year does show that there has been a gradual incremental increase in the numbers AP concerns received. Some analysis will be given to this later within this report.

The number of Large-Scale Investigations (LSIs) concluded in this reporting year has fallen, and whilst this report gives greater analysis to the reasons for this elsewhere, it is considered that the supporting role of the care home oversight group has directly influenced this reduction.

In summary, despite the challenges faced by services and practitioners in this last reporting year, analysis of AP work has identified that:

- Partnership working is stronger
- Services have managed a significant increase in AP work in a number of areas
- Evidenced supports that in this last year, we have stepped up and strengthened our connections with the care home sector and the support given to it

4.2 Employee Health & Wellbeing Seen as a Priority

In this last reporting year, whilst practitioners and council officers faced increased pressures as a direct and indirect consequence of safeguarding practices throughout a pandemic, greater emphasis has been placed on the professional and personal impact of the increased

pressures on the health and wellbeing of those trying to work within it. A dedicated P&K wellbeing 'champion' has been identified and commitment given by Perth & Kinross Council, Health and within the Health and Social Care Partnership (HSCP) to supporting a staff group manage the physical and emotional impact of practicing within a more pressured and complex working arena.

4.3 Public Protection Seen as a Priority

Throughout this reporting year, Perth & Kinross applied a greater focus on the wider public protection agenda. The role, the leadership, scrutiny and the governance of the Protecting People's Coordinators Group, the Protecting People Workforce Development Group, the Protecting People Practitioners Group were all established in this reporting year. All of these groups were all established as a reaction to Covid and as a means to forge and strengthen relationships across all safeguarding agendas. More will be discussed about the impact of these groups later within this report.

4.4 The Greater Use of ASP Telephone Inquiry as a Means to Safeguard

As a consequence of the restrictions placed upon society and the need to socially distance, greater emphasis was placed upon the use of telephone AP inquiries. Within Perth & Kinross, the use of telephone inquiries existed prior to this reporting year. However, our data supports that in previous reporting years, the use of a telephone assessment was rarely used.

Within this reporting year, 51 telephone AP inquiries were concluded. This relates to 18% of all AS inquiry's carried out between 1 April 2020 and 31 March 2021. Data for the previous reporting year suggests that only 2.5% of all AP inquiries were completed by telephone contact only.

Research carried out supports that virtual assessment by use of digital technological platforms such as Zoom, Skype, Microsoft Teams (MS Teams) and telephones in AP work has the potential to expose weakness in the systems and structures that support safeguarding adults. Whilst there has been greater use of MS Teams to the advantage of the service, and it has allowed us to continue to deliver ASP work and other services throughout the Covid period, we are clear that assessments as far as possible are better concluded face to face. Since March 2020, some creative and determined examples exist of Council Officers navigating their way around layers of restrictions and challenges in sustaining social distancing to carry out face to face AP assessments. However, our data also supports that despite these challenges and complexities of working within social distancing protocols, practitioners continued to find safe ways of carrying out face to face ways of interviewing and assessing adults where it was considered necessary.

4.5 Sustaining Our Tayside Collaboration of Independent Chairs and Lead Officers

Despite the challenges in meeting face to face, the Independent Chairs, Lead Officers, Police Scotland, and NHS Tayside have continued to meet regularly in Tayside to co-ordinate work that provides consistency for regional partners and identifies common areas of ASP work. This has been done virtually via MS Teams.

Work ongoing includes:

- A short life multi-agency working group to scope out the delivery of a Tayside wide 'Inter-agency Referral Discussion' (IRD) process.

- A working group across adult and child protection to provide an analysis of adverse events, Initial Case Reviews (ICRs) and Serious Case Reviews (SCRs) completed across Tayside to look for overlap, commonality, and subsequent shared learning opportunities. This seeks to replicate a similar evaluation of ICRs, and SCRs commissioned by colleagues from within the Tayside Child Protection Committee.
- The development of a shared protocol for the implementation of learning reviews.
- The collection of a consistent data set.

4.6 Adult Protection Committee (APC)

The Adult Protection Committee (APC) has continued to meet quarterly in this last reporting year. However, given the restrictions placed upon us all, these have met virtually via MS Teams. The APC continues to have wide representation to give a more diverse range of agencies and to reflect the broader public protection agenda and the views of the public.

Annually, the APC compares national data with local data and investigates any differences. In this reporting year, particular attention has understandably been given to:

- The impact of Covid and the correlation with AP concerns
- Reviewing our conversion rate from ASP investigation to Adult Protection Case Conference
- Understanding the impact of Covid within our care home sector

The APC continues to report regularly to the Public Protection Group (PPG) Chief Officer Group (COG), the Integration Joint Board (IJB) and the Community Planning Partnership. This Annual Performance Report for 2020/21, the AP contribution to the PKC Annual Performance Report and Chief Social Work Officer (CSWO) report will be presented to IJB and the equivalent Boards in Police and NHS Tayside. Within these contributions, focus will remain on progress relating to the various AP activity, and any subsequent AP related improvement plans.

5. Analysis of Harm

Evaluation: We are committed to the improvement of multi-agency data that will identify areas for improvement to inform practice

The following gives an overview and some analysis of the AP activity throughout 2020/21

5.1 Vulnerable Persons Reports (VPRs) and Adult Protection (AP) Concern Referrals[3]

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[3] A VPR is a report submitted by Police Scotland. An AP Concern is any other AP concern submitted by health, family, other support agency etc.

	2016/17	2017/18	2018/19	2019/20	2020/21
Police Vulnerable Person Report	650	838	1,155	1,353	1,515
Adult Protection Concerns	478	354	237	218	269
Oohs - Adult Protection	74	67	54	22	35
Total	1,202	1,259	1,446	1,593	1,819

	2016/17	2017/18	2018/19	2019/20	2020/21
	N/A	29%	38%	17%	12%
	N/A	-26%	-33%	-8%	23%
	N/A	-9%	-19%	-59%	59%
	N/A	5%	15%	10%	14%

Source: ASP Bi-ennial 2 Year Report (Mary's Copy)v4 LW > CONTACT RAW DATA
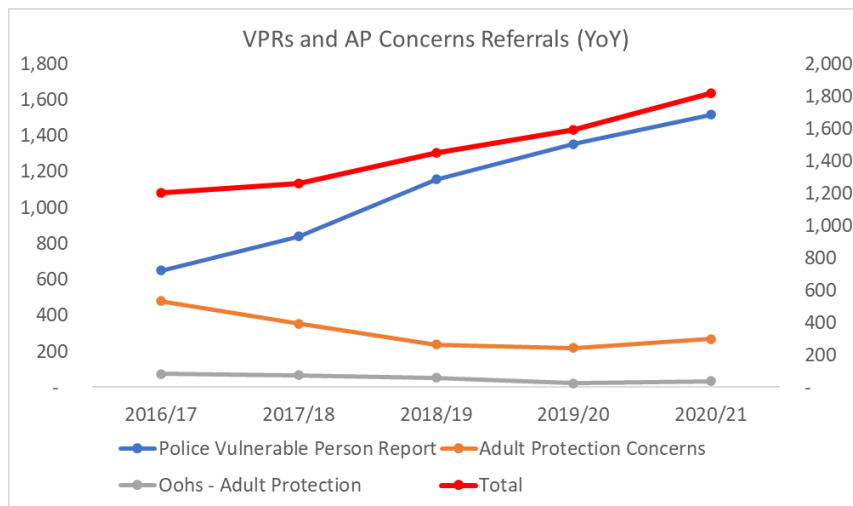
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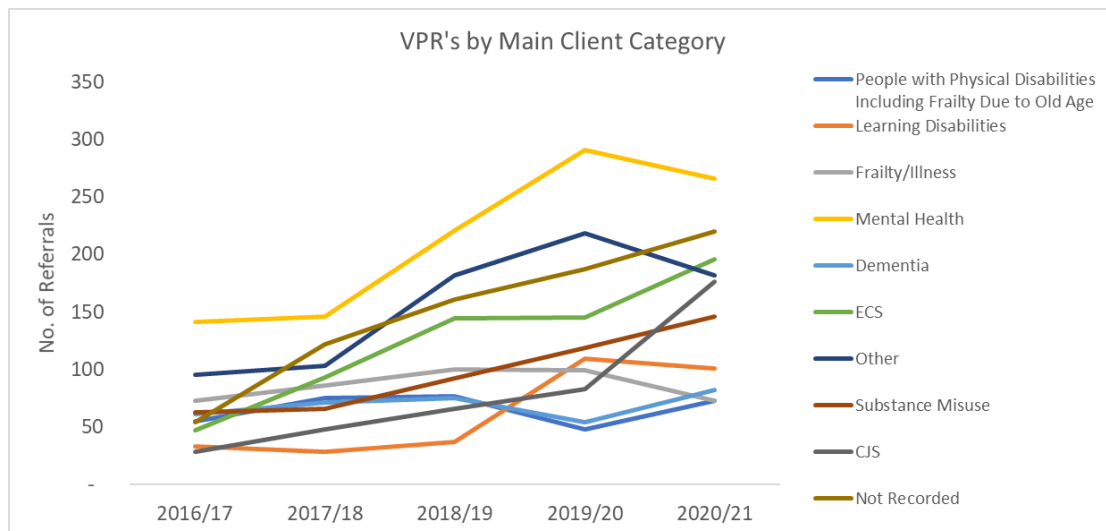
Total number of referrals screened within 24 hours

% of VPR and AP Concern Referrals Screened within 24 Hours (YoY)

	2016/17	2017/18	2018/19	2019/20	2020/21
Yes percentage of total	95.4%	93.1%	96.5%	98.0%	97.9%
No percentage of total	4.6%	6.9%	3.5%	2.0%	2.1%
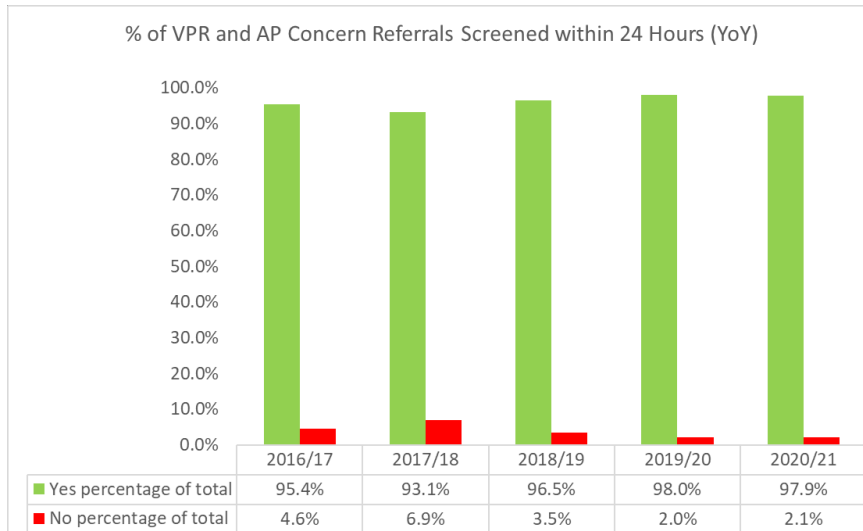
Outcomes of Referrals (VPR and AP Concerns)

Year on Year Change (%)

	2016/17	2017/18	2018/19	2019/20	2020/21
Progressed to ASP	339	226	186	203	249
Passed to Duty Worker	36	86	61	43	169
Passed to Team/Key Worker	513	494	488	543	595
Referral to other area/agency	1	3	2	1	-
Progressed to IRD	-	-	-	-	1
Other	1	-	-	-	-
NFA	312	450	709	803	873
Total	**1,202**	**1,259**	**1,446**	**1,593**	**1,887**

	2016/17	2017/18	2018/19	2019/20	2020/21
	N/A	-33%	-18%	9%	23%
	N/A	139%	-29%	-30%	293%
	N/A	-4%	-1%	11%	10%
	N/A	200%	-33%	-50%	-100%
	N/A	0%	0%	0%	0%
	N/A	-100%	0%	0%	0%
	N/A	44%	58%	13%	9%
	N/A	**5%**	**15%**	**10%**	**18%**

Source: ASP Bi-ennial 2 Year Report (Mary's Copy)v4 LW > Referrals

VPR Outcomes

	2016/17	2017/18	2018/19	2019/20	2020/21
Progressed to ASP	16	13	14	17	28
Passed to Duty Worker	32	82	56	41	163
Passed to Team/Key Worker	308	325	394	498	537
Referral to other area/agency	1	1	1	1	-
Progressed to IRD	-	-	-	-	1
Other	-	-	-	-	-
NFA	293	417	690	796	854
Total	**650**	**838**	**1,155**	**1,353**	**1,583**

VPR Outcomes as a % of Total VPRs

AP Concern Outcomes

	2016/17	2017/18	2018/19	2019/20	2020/21
Progressed to ASP	323	213	172	186	221
Passed to Duty Worker	4	4	5	2	6
Passed to Team/Key Worker	205	169	94	45	58
Referral to other area/agency	-	2	1	-	-
Other	1	-	-	-	-
NFA	19	33	19	7	19
Total	**552**	**421**	**291**	**240**	**304**
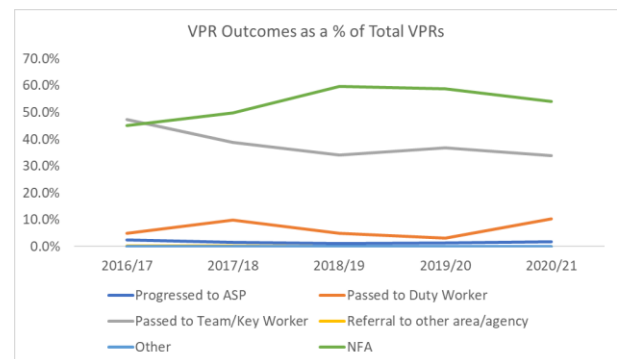
5.2 VPR and AP Concern – Analysis

Our data shows a 14% increase in the total number of adult protection concerns received throughout 2020/21 in comparison to previous reporting years. Our data also supports that this increase has been incremental over this reporting year rather than any evidence of a spike or a series of spikes since 1 April 2020.

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Table 1.10 refers to the AP concerns received by different client categories. The data shows that:

- There appears to be a proportionate incremental increase across all client categories.
- The number of AP concerns being submitted where mental health features continues to dominate.
- The data shows an increase in AP concerns being submitted by health.
- The data also shows that despite the increase in numbers of AP concerns being submitted, 98% of these have been screened within 24 hours of being received.

In this next reporting year, it is the intention to better understand and analyse repeat referrals to see if a number of individuals disproportionately contribute to the overall figures of VPRs and AP concerns received.

5.3 Data relating to Adult Support and Protection (ASP) Cases

An ASP "case" is a referral that has progressed to an ASP Inquiry or Investigation.

Year on Year Change (%)

	2016/17	2017/18	2018/19	2019/20	2020/21		2016/17	2017/18	2018/19	2019/20	2020/21
Progressed to ASP	339	226	186	203	249		N/A	-33%	-18%	9%	23%
Inquiry	221	156	121	141	182		N/A	-29%	-22%	17%	29%
Investigation	118	69	65	63	66		N/A	-42%	-6%	-3%	5%
Total	**339**	**225**	**186**	**204**	**248**		**N/A**	**-34%**	**-17%**	**10%**	**22%**

Source: ASP Bi-ennial 2 Year Report (Mary's Copy)v4 LW > CONTACT RAW DATA

Total number of ASP cases

ASP Inquiries and Investigations as % of Total ASP Cases

	2016/17	2017/18	2018/19	2019/20	2020/21
Inquiry	65.2%	69.3%	65.1%	69.1%	73.4%
Investigation	34.8%	30.7%	34.9%	30.9%	26.6%

% Cases Completed within Timescale

	2016/17	2017/18	2018/19	2019/20	2020/21
■ Inquiry within 14 days	77.9%	72.2%	72.7%	73.1%	76.8%
■ Investigation within 28 days	88.7%	85.9%	88.3%	79.4%	90.8%
■ Large Scale Investigation within 28 days	90.0%	70.0%	50.0%	100.0%	80.0%

Large Scale Inquiry (LSI)

Year on Year Change (%)

	2016/17	2017/18	2018/19	2019/20	2020/21
Care Homes	18	12	4	3	5
Care at Home	12	8	2	3	0
Supported Acc	3	4	1	0	0
Daycare	0	0	0	0	0
Total	**33**	**24**	**7**	**6**	**5**

	2016/17	2017/18	2018/19	2019/20	2020/21
Care Homes	N/A	-33%	-67%	-25%	67%
Care at Home	N/A	-33%	-75%	50%	-100%
Supported Acc	N/A	33%	-75%	-100%	0%
Daycare	N/A	0%	0%	0%	0%
Total	**N/A**	**-27%**	**-71%**	**-14%**	**-17%**

All 5 LSIs completed were completed within a care home setting. Despite the increase in AP concerns and AP activity in this reporting year, our numbers of LSIs conducted has fallen.

Some of previous referrals in past reporting years suggested a growing trend in AP referrals relating to care homes supporting those with advanced dementia, aggressive behaviour, and incidents of errors in adults receiving wrong education. A health practitioner was attached to the care home sector to support in these areas and as a result, the number of LSI's fell. This support to the care home sector has been further strengthened by the care home oversight group within this last reporting year. It is again considered that the support that this group gives to the care home sector and better partnership working gives a greater level of early intervention and prevention that precludes circumstances from within the care home sector reaching that point where the need for an LSI is required.

One area for improvement in this next reporting year is to enhance our communication between services and families, particularly within an LSI. This was highlighted by the Multi-Agency Audit and recognised that whilst there were some examples of good practice across some social work teams, it was also noted that wider involvement and enhanced communication can lead to better quality of care and support.

Outcome of ASP Cases

	2016/17	2017/18	2018/19	2019/20	2020/21
Alleged (Investigation Ongoing)	45	3	0	0	0
Criminal Proceedings	9	3	8	6	5
FALSE	7	6	0	7	5
Not Recorded	31	57	0	68	74
Substantiated	124	79	89	55	60
Unsubstantiated	123	77	84	68	78
Other	0	0	5	0	26
Total	**339**	**225**	**186**	**204**	**248**

Year on Year Change (%)

2016/17	2017/18	2018/19	2019/20	2020/21
N/A	-93%	-100%	0%	0%
N/A	-67%	167%	-25%	-17%
N/A	-14%	-100%	0%	-29%
N/A	84%	-100%	0%	9%
N/A	-36%	13%	-38%	9%
N/A	-37%	9%	-19%	15%
N/A	0%	0%	-100%	0%
N/A	**-34%**	**-17%**	**10%**	**22%**

Source: ASP Bi-ennial 2 Year Report (Mary's Copy)v4 LW > Validation 2

Note: There should be no cases recorded for more than 28 days under the category Alleged (Investigations Ongoing): all cases should be completed within 28 days.

Breakdown of substantiated and un-substantiated outcomes

Where outcomes have been substantiated as a consequence of AP activity, the greatest impact has been in a review or amended care plan as a means of managing or mitigating the risk following the AP concern being received. The data also supports that there has been an increase in carers support following the outcome of ASP work.

Alleged Perpetrators

Perpetrators by relationship to client

	2016/17	2017/18	2018/19	2019/20	2020/21
Paid Carer/Worker	139	98	51	34	27
Family/relation	74	70	82	84	92
Not Recorded	57	29	21	28	20
Not Related	48	20	18	9	17
Other Service User	62	23	5	10	5
Unknown	9	2	6	6	6
Unpaid Carer	1	1	1	0	0
Total	**390**	**243**	**184**	**171**	**167**

Year on Year Change (%)

2016/17	2017/18	2018/19	2019/20	2020/21
N/A	-29%	-48%	-33%	-21%
N/A	-5%	17%	2%	10%
N/A	-49%	-28%	33%	-29%
N/A	-58%	-10%	-50%	89%
N/A	-63%	-78%	100%	-50%
N/A	-78%	200%	0%	0%
N/A	0%	0%	-100%	0%
N/A	**-38%**	**-24%**	**-7%**	**-2%**

Source: Adult Support and Protection Statistics - New Process - minus list of contacts v2 > Incidents (BO report)

Note: In some years there are more perpetrators recorded than the total number of ASP cases, this is because one case can include more than one perpetrator.
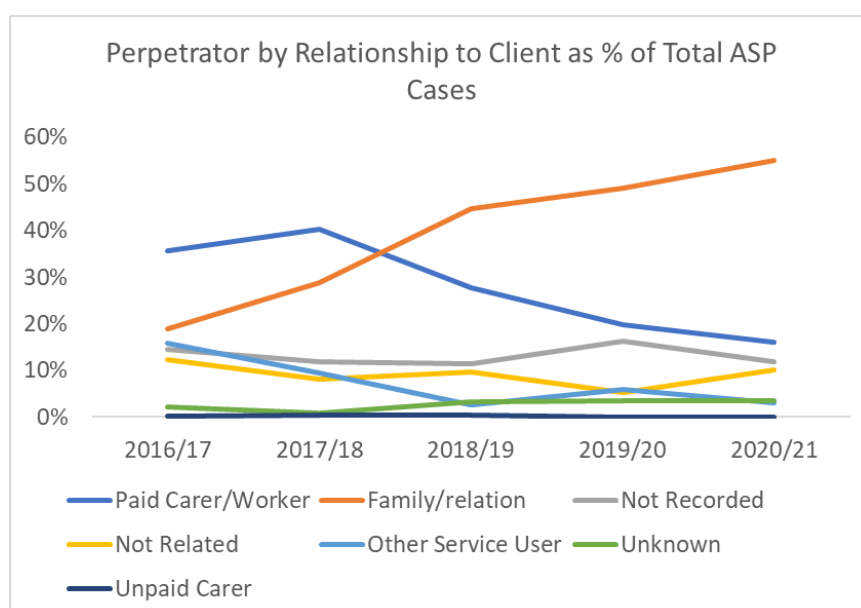
Analysis

The increase in AP concerns received throughout this reporting year has been mirrored in the numbers of ASP inquiries and investigations completed. Our data shows a 22% increase on the numbers of AP Concerns that progressed to formal ASP inquiry or investigation compared to 2019/20.

Despite this increase in activity and the challenges and complexities in working within the Covid restrictions, the data also shows further improvement of those inquiries and investigations completed within their respective timelines.

Table 2.2 also gives reference to the outcomes of formal ASP investigation. The data does point towards a significant increase in those with whom an ASP inquiry or investigation was completed considered the adult to be at risk from someone or some people 'not known' to the adult.

It is also worth noting that in this reporting year, the numbers of alleged perpetrators 'not recorded' has fallen in comparison to previous reporting year. Understanding the context of this is an area of our data collection that we seek to improve on within this next reporting year.

Demographics – Data set

ASP Cases by Ethnicity

ASP Cases by Ethnicity as % of Total ASP Cases (YoY)

	2016/17	2017/18	2018/19	2019/20	2020/21
White Scottish	73%	73%	73%	69%	69%
White Other British	16%	15%	14%	11%	13%
White European	2%	3%	1%	2%	1%
Other	9%	9%	13%	18%	17%
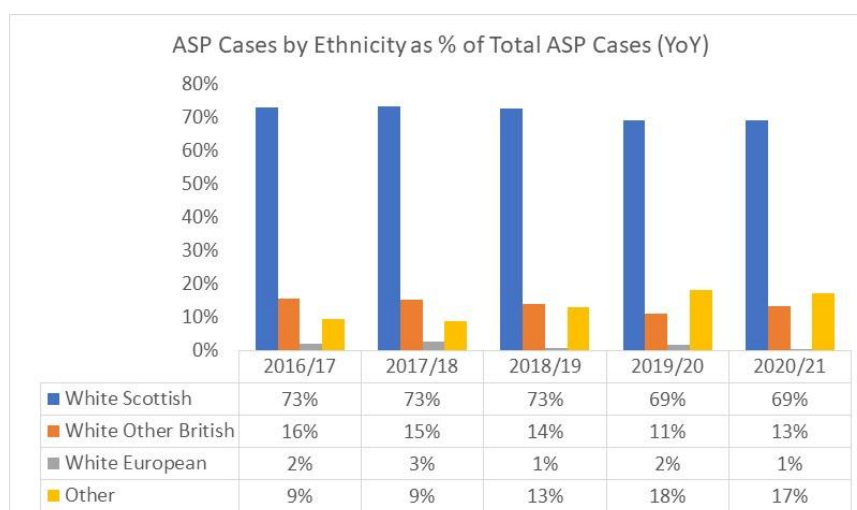
	2016/17	2017/18	2018/19	2019/20	2020/21
White Scottish	247	165	135	137	136
White Other British	53	34	26	22	26
White European	7	6	1	3	1
Other	32	20	24	36	34
	339	**225**	**186**	**198**	**197**

% of total

	2016/17	2017/18	2018/19	2019/20	2020/21
White Scottish	72.9%	73.3%	72.6%	69.2%	69.0%
White Other British	15.6%	15.1%	14.0%	11.1%	13.2%
White European	2.1%	2.7%	0.5%	1.5%	0.5%
Other	9.4%	8.9%	12.9%	18.2%	17.3%
	100%	**100%**	**100%**	**100%**	**100%**

ASP Cases by Age Group

Age Group	2016/17	2017/18	2018/19	2019/20	2020/21
16-24	29	16	11	20	28
25-39	26	19	13	16	12
40-64	75	45	30	32	28
65-80	75	49	57	51	61
81+	118	90	71	75	66
Not Recorded	16	10	4	4	2
Total	**339**	**229**	**186**	**198**	**197**

Year on Year Change (%)

	2016/17	2017/18	2018/19	2019/20	2020/21
	N/A	-45%	-31%	82%	40%
	N/A	-27%	-32%	23%	-25%
	N/A	-40%	-33%	7%	-13%
	N/A	-35%	16%	-11%	20%
	N/A	-24%	-21%	6%	-12%
	N/A	-38%	-60%	0%	-50%
	N/A	**-32%**	**-19%**	**6%**	**-1%**

Source: ASP Bi-ennial 2 Year Report (Mary's Copy)v4 LW > temp report created

% of total

	2016/17	2017/18	2018/19	2019/20	2020/21
16-24	8.6%	7.0%	5.9%	10.1%	14.2%
25-39	7.7%	8.3%	7.0%	8.1%	6.1%
40-64	22.1%	19.7%	16.1%	16.2%	14.2%
65-80	22.1%	21.4%	30.6%	25.8%	31.0%
81+	34.8%	39.3%	38.2%	37.9%	33.5%
Not Recorded	4.7%	4.4%	2.2%	2.0%	1.0%
	100.0%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

ASP Cases by Gender

Age Group	2016/17	2017/18	2018/19	2019/20	2020/21
Female	200	136	119	117	123
Male	123	83	63	77	72
Not Known	2	2	0	0	0
Not Recorded	14	8	4	4	2
Total	**339**	**229**	**186**	**198**	**197**

Year on Year Change (%)

	2016/17	2017/18	2018/19	2019/20	2020/21
	N/A	-32%	-13%	-2%	5%
	N/A	-33%	-24%	22%	-6%
	N/A	0%	-100%	0%	0%
	N/A	-43%	-50%	0%	-50%
	N/A	**-32%**	**-19%**	**6%**	**-1%**

Source: ASP Bi-ennial 2 Year Report (Mary's Copy)v4 LW > temp report created

% of total

	2016/17	2017/18	2018/19	2019/20	2020/21
Female	59.0%	59.4%	64.0%	59.1%	62.4%
Male	36.3%	36.2%	33.9%	38.9%	36.5%
Not Known	0.6%	0.9%	0.0%	0.0%	0.0%
Not Recorded	4.1%	3.5%	2.2%	2.0%	1.0%
	100.0%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Demographics – Analysis

Analysis of the data shows that there is little change to the ethnicity or the gender of those with whom have had an ASP inquiry or investigation completed in this reporting year. However, the data does show a disproportionate increase in the AP activity for those aged between 16-24. Our data does not identify in which client category that this increase relates to. However, feedback from those who are responsible for overseeing AP work suggest that mental health is a predominant feature of AP inquiry or investigations across this 16-24 age group. This data, has, in part, informed the risk register that is overseen by both the Public Protection Coordinators Group and the Chief Officers Group and as a consequence of the emerging growth of adults at risk within this 16–24-year-old group, identified this, alongside young people in transition between services as an area of priority for joint working as a public protection group.

Adult Protection Investigations (APIs) Only – data set

Investigations

	2016/17	2017/18	2018/19	2019/20	2020/21
Total Referrals	1,202	1259	1446	1593	1819
Total referrals progressed to ASP cases	339	226	186	203	249
Inquiry	221	156	121	141	182
Investigation	**118**	**69**	**65**	**63**	**66**
Investigations as % of Total Referrals	9.8%	5.5%	4.5%	4.0%	3.6%
Investigations as % of ASP Cases	34.8%	30.5%	34.9%	31.0%	26.5%

Year on Year Change (%)

2016/17	2017/18	2018/19	2019/20	2020/21
N/A	5%	15%	10%	14%
N/A	-33%	-18%	9%	23%
N/A	-29%	-22%	17%	29%
N/A	-42%	-6%	-3%	5%

ASP Investigation as a % of Total Referrals and of ASP Cases (YoY)
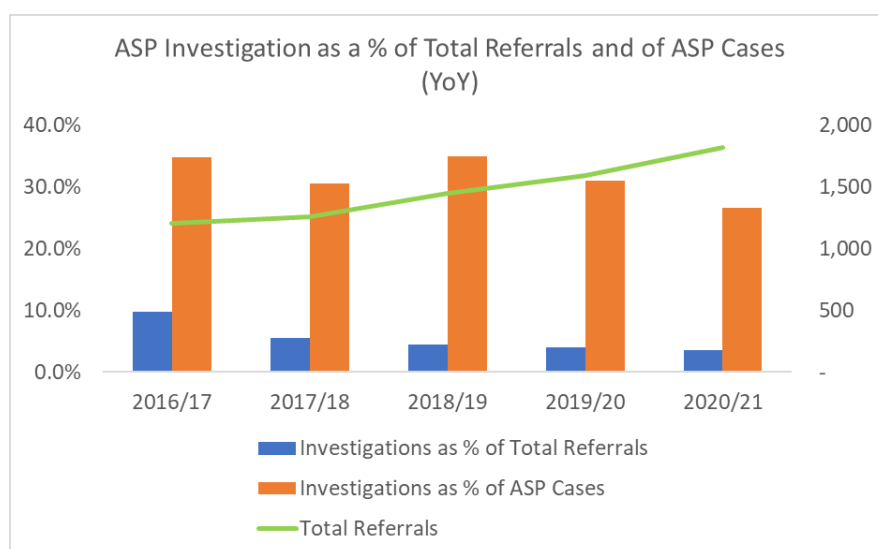
Investigations by source

	2016/17	2017/18	2018/19	2019/20	2020/21
Care Establishment	66	31	18	15	18
Internal PKC	19	21	16	23	13
Police	5	1	10	7	18
Family Relative	11	7	7	5	3
Health Professional	5	2	3	4	8
Private/Voluntary	2	4	4	3	2
Others	6	1	4	2	0
Housing	1	0	1	2	2
Member Of The Public	0	0	1	1	0
Not Recorded	1	0	0	0	0
Parent/Guardian	0	1	0	0	0
Friend/Neighbour	0	0	1	0	0
Charity Organisation	1	0	0	0	0
Solicitor	1	0	0	0	0
Criminal Justice Team	0	0	0	1	0
Homeless Advice Team	0	1	0	0	0
Nhs 24	0	0	0	0	1
Quality Improvement Officer	0	0	0	0	1
Department For Work And Pensions	0	0	0	0	0
Total	**118**	**69**	**65**	**63**	**66**

Year on Year Change (%)

2016/17	2017/18	2018/19	2019/20	2020/21
N/A	-53%	-42%	-17%	20%
N/A	11%	-24%	44%	-43%
N/A	-80%	900%	-30%	157%
N/A	-36%	0%	-29%	-40%
N/A	-60%	50%	33%	100%
N/A	100%	0%	-25%	-33%
N/A	-83%	300%	-50%	-100%
N/A	-100%	0%	100%	0%
N/A	0%	0%	0%	-100%
N/A	-100%	0%	0%	0%
N/A	0%	-100%	0%	0%
N/A	0%	0%	-100%	0%
N/A	-100%	0%	0%	0%
N/A	-100%	0%	0%	0%
N/A	0%	0%	0%	-100%
N/A	0%	-100%	0%	0%
N/A	0%	0%	0%	0%
N/A	0%	0%	0%	0%
N/A	0%	0%	0%	0%
N/A	**-42%**	**-6%**	**-3%**	**5%**

Source: ASP Bi-ennial 2 Year Report (Mary's Copy)v4 LW > temp report created

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API by Age Group

Investigations by age group

Age Group	2016/17	2017/18	2018/19	2019/20	2020/21		2016/17	2017/18	2018/19	2019/20	2020/21
16-24	7	3	3	6	10		N/A	-57%	0%	100%	67%
25-39	9	11	4	7	5		N/A	22%	-64%	75%	-29%
40-64	23	11	11	11	8		N/A	-52%	0%	0%	-27%
65-80	30	15	18	15	17		N/A	-50%	20%	-17%	13%
81+	49	29	29	24	26		N/A	-41%	0%	-17%	8%
Total	**118**	**69**	**65**	**63**	**66**		**N/A**	**-42%**	**-6%**	**-3%**	**5%**

Source: ASP Bi-ennial 2 Year Report (Mary's Copy)v4 LW > temp report created

API by Gender

Investigatoins by gender

Gender	2016/17	2017/18	2018/19	2019/20	2020/21		2016/17	2017/18	2018/19	2019/20	2020/21
Male	42	17	23	21	24		N/A	-60%	35%	-9%	14%
Female	76	52	42	42	42		N/A	-32%	-19%	0%	0%
Total	**118**	**69**	**65**	**63**	**66**		**N/A**	**-42%**	**-6%**	**-3%**	**5%**

Source: ASP Bi-ennial 2 Year Report (Mary's Copy)v4 LW > temp report created

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API by Client Group

Investigations by Main Client Category

	2016/17	2017/18	2018/19	2019/20	2020/21
People with Physical Disabilities Due.. to Old Age	19	7	8	7	6
Dementia	42	18	23	18	19
Learning Disabilities	33	22	5	13	9
Substance Misuse	0	0	2	0	2
Other	4	2	5	5	2
Mental Health	0	3	3	4	12
Frailty/Illness	19	17	17	15	15
CJS	1	0	0	0	0
Not Recorded	0	0	2	1	1
Total	**118**	**69**	**65**	**63**	**66**

Year on Year Change (%)

2016/17	2017/18	2018/19	2019/20	2020/21
N/A	-63%	14%	-13%	-14%
N/A	-57%	28%	-22%	6%
N/A	-33%	-77%	160%	-31%
N/A	0%	0%	-100%	0%
N/A	-50%	150%	0%	-60%
N/A	0%	0%	33%	200%
N/A	-11%	0%	-12%	0%
N/A	-100%	0%	0%	0%
N/A	0%	0%	-50%	0%
N/A	**-42%**	**-6%**	**-3%**	**5%**

Source: ASP Bi-ennial 2 Year Report (Mary's Copy)v4 LW > temp report created

API Cases as a % of Total API cases by Client Group (YoY)

Investigations by Category of Harm

	2016/17	2017/18	2018/19	2019/20	2020/21
Financial	10	9	5	18	22
Neglect	13	29	19	14	14
Not Recorded CoH	0	1	1	0	1
Physical	39	67	38	14	13
Psychological/Emotional	8	6	5	6	7
Self Harm	2	0	1	0	1
Sexual	3	5	2	3	5
Domestic Violence	1	0	0	1	0
Domestic Abuse	1	0	0	0	0
Attempted Suicide	0	0	0	2	0
Deliberate Self Harm	0	0	0	0	0
Total	**77**	**117**	**71**	**58**	**63**

Year on Year Change (%)

	2015/16	2016/17	2017/18	2018/19	2019/20
Financial	N/A	-10%	-44%	260%	22%
Neglect	N/A	123%	-34%	-26%	0%
Not Recorded CoH	N/A	0%	0%	-100%	0%
Physical	N/A	72%	-43%	-63%	-7%
Psychological/Emotional	N/A	-25%	-17%	20%	17%
Self Harm	N/A	-100%	0%	-100%	0%
Sexual	N/A	67%	-60%	50%	67%
Domestic Violence	N/A	-100%	0%	0%	-100%
Domestic Abuse	N/A	-100%	0%	0%	0%
Attempted Suicide	N/A	0%	0%	0%	-100%
Deliberate Self Harm	N/A	0%	0%	0%	0%
Total	**N/A**	**52%**	**-39%**	**-18%**	**9%**

Source: Adult Support and Protection Statistics - New Process - minus list of contacts v2 > Referrals Investigations Part 2 (BO report)

Category of Harm as a % of Total

	2016/17	2017/18	2018/19	2019/20	2020/21
Financial	13%	8%	7%	31%	35%
Neglect	17%	25%	27%	24%	22%
Not Recorded CoH	0%	1%	1%	0%	2%
Physical	51%	57%	54%	24%	21%
Psychological/Emotional	10%	5%	7%	10%	11%
Self Harm	3%	0%	1%	0%	2%
Sexual	4%	4%	3%	5%	8%
Domestic Violence	1%	0%	0%	2%	0%
Domestic Abuse	1%	0%	0%	0%	0%
Attempted Suicide	0%	0%	0%	3%	0%
Deliberate Self Harm	0%	0%	0%	0%	0%
Total	**100%**	**100%**	**100%**	**100%**	**100%**

Category of Harm Type

Investigations by Category of Harm as % of Total Investigations (YoY)
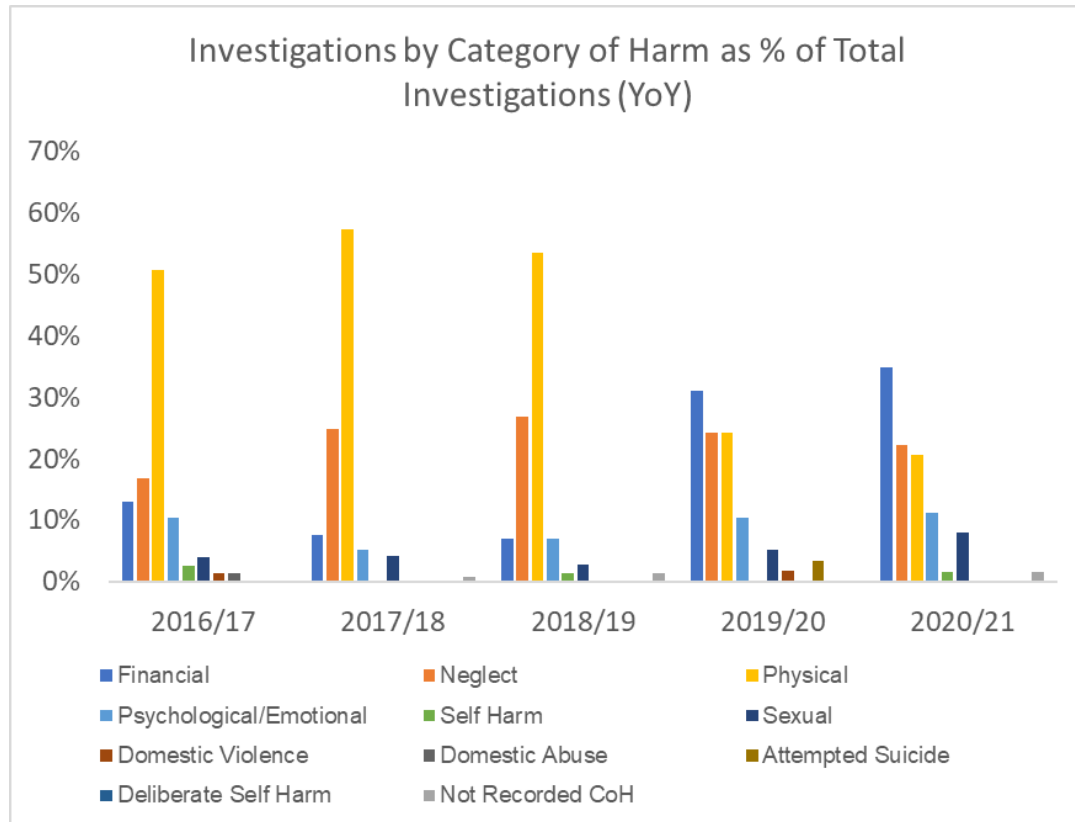
Location of Harm

Investigations by Location of Harm

	2016/17	2017/18	2018/19	2019/20	2020/21
Supported Housing	2	5	2	1	0
Home Address	31	28	26	29	27
Not Recorded/Not Known LoH	0	0	0	0	1
Not Recorded LoH	0	2	1	0	3
Other	2	2	2	3	8
Other Public Area - please specify in notes	2	1	0	0	4
Day Care Premises	3	1	1	0	0
Care Home (Private)	34	68	35	23	18
Care Home (Local Authority)	2	6	2	0	1
Hospital Premises	0	1	0	0	0
Health Premises	0	0	0	0	0
Council Premises	0	0	0	0	1
Voluntary/Private/Independent Organisat	0	3	0	0	0
Total	**76**	**117**	**69**	**56**	**63**

Year on Year Change (%)

	2016/17	2017/18	2018/19	2019/20	2020/21
	N/A	150%	-60%	-50%	-100%
	N/A	-10%	-7%	12%	-7%
	N/A	0%	0%	0%	0%
	N/A	0%	-50%	-100%	0%
	N/A	0%	0%	50%	167%
	N/A	-50%	-100%	0%	0%
	N/A	-67%	0%	-100%	0%
	N/A	100%	-49%	-34%	-22%
	N/A	200%	-67%	-100%	0%
	N/A	0%	-100%	0%	0%
	N/A	0%	0%	0%	0%
	N/A	0%	0%	0%	0%
	N/A	0%	-100%	0%	0%
	N/A	**54%**	**-41%**	**-19%**	**13%**

Source: Adult Support and Protection Statistics - New Process - minus list of cotnacts v2 > Referrals Investigations Part 2 (BO report)

Note: slight variance in numbers due to different data source

Location of Harm as a % of Total

	2016/17	2017/18	2018/19	2019/20	2020/21
Supported Housing	2.6%	4.3%	2.9%	1.8%	0.0%
Home Address	40.8%	23.9%	37.7%	51.8%	42.9%
Not Recorded/Not Known LoH	0.0%	0.0%	0.0%	0.0%	1.6%
Not Recorded LoH	0.0%	1.7%	1.4%	0.0%	4.8%
Other	2.6%	1.7%	2.9%	5.4%	12.7%
Other Public Area	2.6%	0.9%	0.0%	0.0%	6.3%
Day Care Premises	3.9%	0.9%	1.4%	0.0%	0.0%
Care Home (Private)	44.7%	58.1%	50.7%	41.1%	28.6%
Care Home (Local Authority)	2.6%	5.1%	2.9%	0.0%	1.6%
Hospital Premises	0.0%	0.9%	0.0%	0.0%	0.0%
Health Premises	0.0%	0.0%	0.0%	0.0%	0.0%
Council Premises	0.0%	0.0%	0.0%	0.0%	1.6%
Voluntary/Private/Independent Organisat	0.0%	2.6%	0.0%	0.0%	0.0%
Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Adults at risk

Number of responses

	2016/17	2017/18	2018/19	2019/20	2020/21
Has not made a difference	3	0	5	2	1
No (Give details)	2	0	2	2	1
No harm Perpetrated	3	1	2	1	2
Not applicable/Other (Please specify)	1	1	2	5	4
Person lacks capacity to understand	66	33	24	30	24
Person not engaging with service	1	0	0	1	0
Yes (Give details)	65	41	36	25	30
Not Recorded	217	159	131	143	144
Total	**358**	**235**	**202**	**209**	**206**

Year on Year Change (%)

	2016/17	2017/18	2018/19	2019/20	2020/21
	N/A	-100%	0%	-60%	-50%
	N/A	-100%	0%	0%	-50%
	N/A	-67%	100%	-50%	100%
	N/A	0%	100%	150%	-20%
	N/A	-50%	-27%	25%	-20%
	N/A	-100%	0%	0%	-100%
	N/A	-37%	-12%	-31%	20%
	N/A	-27%	-18%	9%	1%
	N/A	**-34%**	**-14%**	**3%**	**-1%**

Source: ASP Bi-ennial 2 Year Report (Mary's Copy)v4 LW > ASP Inq-Invest

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Has intervention been helpful? as % of total questionnaires (2016/17 - 2020/21)

- Has not made a difference
- No (Give details)
- No harm Perpetrated
- Not applicable/Other (Please specify)
- Person lacks capacity to understand
- Person not engaging with service
- Yes (Give details)

3% 2% 2% 3%
47%
43%
0%
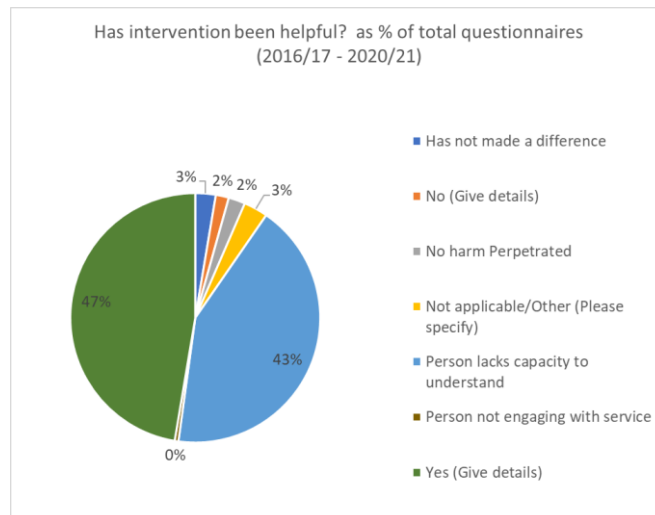
Adult Protection Investigations (APIs) Only - Analysis

The percentage of AP concerns progressing to AP investigation has remained unchanged in this reporting year, although one sees a marked increase in the AP referral from both health and Police leading to investigation. As noted earlier, there is also a marked increase in AP investigations completed in the age group 16-24, and where an investigation has been completed, our data shows that there has been a 200% increase in investigations completed where mental health is the predominant feature. As will be discussed elsewhere, although it is difficult to link this change directly or indirectly in the data set to the direct or indirect impact of Covid, it does support the early research that the mental health of those who live in societies subject to lockdown and restrictions is likely to deteriorate.

One of our improvements for this next reporting year is understanding better the location of where harm occurs.

Adult Protection and Violence Against Woman

AP sits within the Violence Against Women (VAW) partnership. It is noted within the VAW agenda that there is an increase in violence against woman over the Covid period. We are not seeing this coming through our AP referral or cause for concern reports. Therefore, we are going to focus on this in this reporting year to better understand this position, to forge stronger links and relationships with the partnership, and if necessary, offer training and additional support to address any crossover between ASP, VAW and girl's advocacy.

Financial Harm

Financial harm remains dominant as a type of harm within this reporting year. Research supports that this is anticipated with a significant rise in online fraud. Work has included awareness raising in a number of areas, including the sharing of various scam and bogus fraudulent schemes driven by colleagues in Community Safety, the review and use of the multi-agency Tayside Banking Protocol as a means to safeguard finances of those and a wider awareness on the value and benefit of Power of Attorney and to encourage its uptake.

In this reporting year, we have established and strengthened our relationship with the Advanced Customer Support Senior Leader with the Department of Work and Pensions.

Adult Protection Case Conferences (APCC) – data set

Source	2016/17	2017/18	2018/19	2019/20	2020/21
Initial	10	8	10	8	19
Large Scale Inquiry - Initials	9	8	0	0	4
Large Scale Inquiry - Review	5	5	2	0	10
Network Meeting	1	0	2	0	0
Review	12	2	10	4	42
Total	**37**	**23**	**24**	**12**	**75**

	2015/16	2016/17	2017/18	2018/19	2019/20
	N/A	-20%	25%	-20%	138%
	N/A	-11%	-100%	0%	0%
	N/A	0%	-60%	-100%	0%
	N/A	-100%	0%	-100%	0%
	N/A	-83%	400%	-60%	950%
	N/A	**-38%**	**4%**	**-50%**	**525%**

Source: ASP Bi-ennial 2 Year Report (Mary's Copy)v4 LW > Referrals

APCC Sources as a % of Total APCC's (2016/17 - 2020/21)

Number of APCCs by Source (YoY)

	2016/17	2017/18	2018/19	2019/20	2020/21
Initial	10	8	10	8	19
Large Scale Inquiry - Initials	9	8	0	0	4
Large Scale Inquiry - Review	5	5	2	0	10
Network Meeting	1	0	2	0	0
Review	12	2	10	4	42
Total	37	23	24	12	75

25
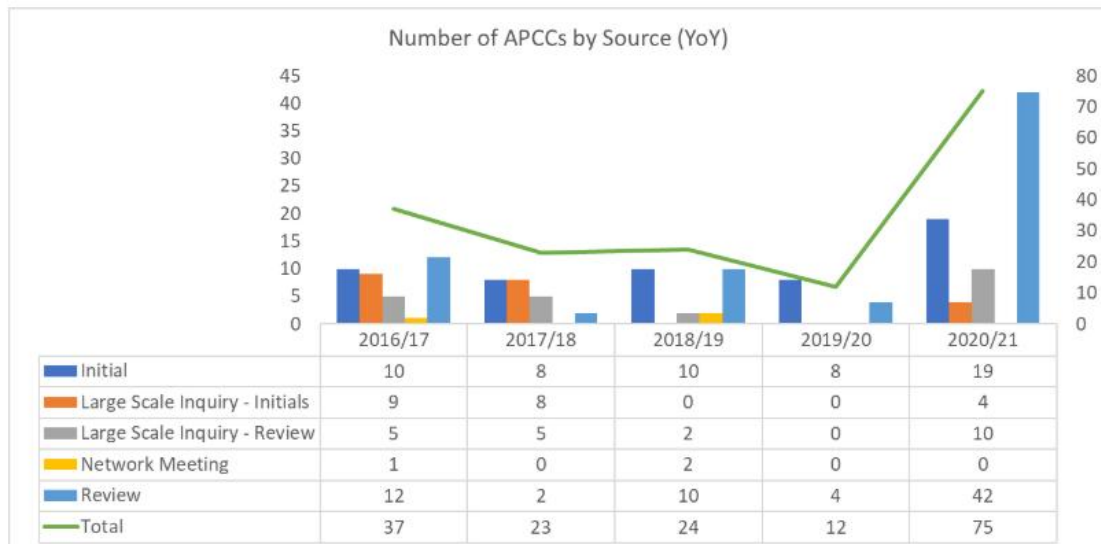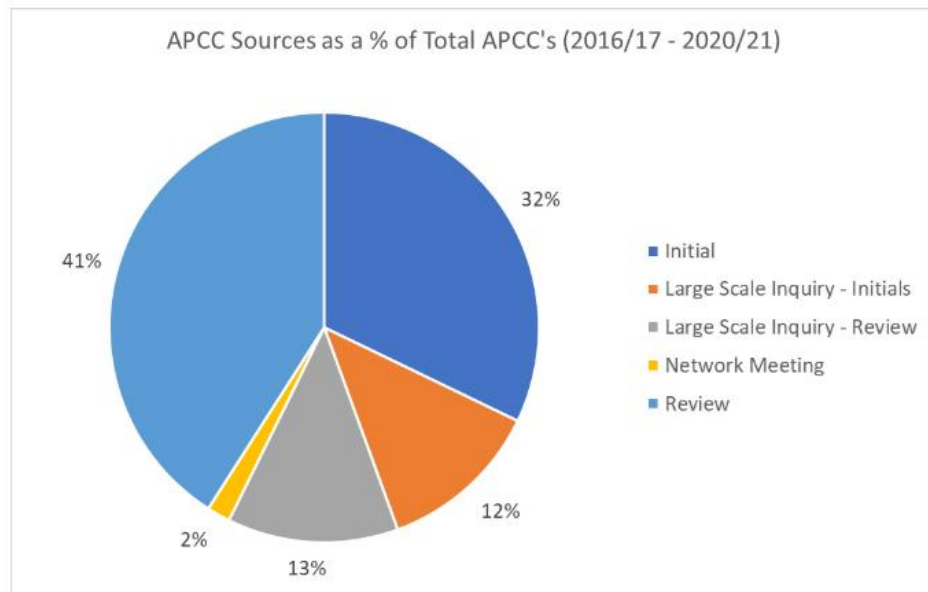
Outcome for Client of Adult Protection Case Conferences

APCC Outcomes

	2016/17	2017/18	2018/19	2019/20	2020/21
Review APCC	20	14	10	6	52
Ongoing Monitoring	17	6	13	4	16
No Further Action	0	2	0	2	5
Not Recorded	0	1	1	0	2
Total	**37**	**23**	**24**	**12**	**75**

Year on Year Change (%)

	2016/17	2017/18	2018/19	2019/20	2020/21
N/A	-43%	-40%	-67%	88%
N/A	-183%	54%	-225%	75%
N/A	100%	0%	100%	60%
N/A	100%	0%	0%	100%
N/A	**-61%**	**4%**	**-100%**	**84%**

Source: ASP Bi-ennial 2 Year Report (Mary's Copy)v4 LW > Referrals

APCC Outcomes as a % of Total APCCs (YoY)

	2016/17	2017/18	2018/19	2019/20	2020/21
■ Review APCC	54%	61%	42%	50%	69%
■ Ongoing Monitoring	46%	26%	54%	33%	21%
■ No Further Action	0%	9%	0%	17%	7%
■ Not Recorded	0%	4%	4%	0%	3%
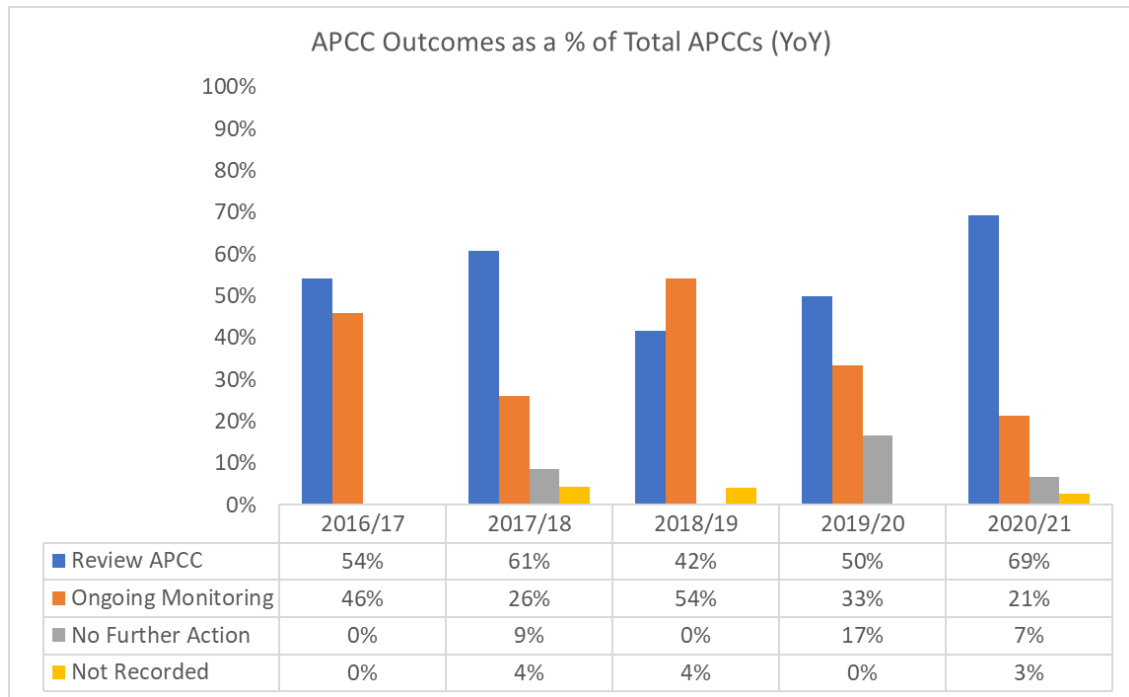
Adult Protection Plans

	2016/17	2017/18	2018/19	2019/20	2020/21
Completed	2	2	3	8	11
Planner Ended	0	0	0	1	0
Situation Improved	0	0	0	0	0
Terminated - Change of Assessment Type	0	0	0	0	0
Not Recorded	0	1	0	0	1
Total	**2**	**3**	**3**	**9**	**12**

Source: [STA-0041-003] - BMIP & Performance Indicators > AP Protection Plans

Protection Orders

In this last reporting year, 3 protection orders have been applied for and granted in Court:

- A Banning Order was granted to protect a father from a son where it was considered the son was exploiting his father emotionally and financially

- A Banning Order was granted to protect a mother from emotional and physical harm from her son

- A Banning Order was granted against a man who was considered to be a sexual risk to a vulnerable female member of his extended family

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This is the first reporting year in which Perth & Kinross Council has applied for a Banning Order. It is difficult to draw any conclusion as to the reasons why this is now the first year in which it is considered that a Banning Order is required as a means to safeguard and/or find or draw any correlation or commonality to each of the applications submitted. It is also difficult to determine whether or not some, or all, of the applications are directly or indirectly related to the impact of Covid. However, one proposed school of thought is that the legal need for a Banning Order may have felt necessary where there is less likely to be a multi-agency face to face support and supervision across a number of disciplines because of Covid.

We are presently exploring this trend with AP colleagues across Scotland to see if this is a similar trend experienced in other authorities, and from the feedback received, it would appear that the national picture in the use of Banning Order's is mixed. Some authorities see a similar trend to our own position, some authorities have seen a reduction in the use of Banning Order's in this last reporting year, and some continue to see no reasons to seek to use one as a means of safeguarding. Some authorities propose that the increase in their own use of Banning Order's relates to practitioners growing confidence and expertise in considering and understanding Protection Orders. One authority reports an increase in the use of Banning Order's where substance use has been the main area of risk.

As we come out of Covid, we will continue to monitor if this trend in our use of Banning Order's continues.

6. ASP Activity and Service Improvements

This section gives attention to what has been done to reduce harm and improve outcomes for adults at risk of harm.

6.1 The Introduction and Implementation of Initial Referral Discussion (IRDs) Into Practice in 2021

Initial or Interagency Referral Discussions (IRD) were introduced into AP practice in this last reporting year. In September 2020, and at the request of the APC, Angus and East Ayrshire concluded an audit into some of our AP activity that did not proceed to case conference. As part of this audit, it was recommended as a service improvement that adult services:

> "*Consider introducing IRD to involve different agencies in decision making process and the recording of information that partner agencies share*"

IRDs have been a long-established practice in Children's Services as a means to understand and co-ordinate integrated assessments of risk of harm and risk management plans across social work, health, Police, and other key stakeholders where relevant. It was considered that after ongoing evaluation of IRDs within a child protection context, the implementation of IRDs within an AP context would bring added value to how risk and harm is both seen, co-ordinated across agencies and subsequently managed.

An IRD is defined as a discussion between two or more services/agencies, where it has been suspected that person has suffered, is suffering or maybe at risk of harm. An IRD must be considered where there is a cluster of concerns in relation to harm.

14 IRDs were conducted between the implementation date and 31 March 2021.

We see the introduction of the IRD process as a significant multi-agency enhancement to how risk is identified, assessed, and subsequently managed. Initial analysis of IRDs in practice highlights how IRDs support quicker multi-agency decision making in relation to how safeguards are implemented.

6.2 Qualitative Audits

The APC continues to conduct self-evaluation and audit into AP activity per year as a way of quality assurance and as a means to identify strengths and areas for improvements.

1 - Multi-agency case file & Large-Scale Investigation audit completed (May 2021)

The audit inspected four completed Adult Protection (AP) investigations that proceeded to Adult Support Protection Case Conference (ASPCC). Two of the four cases were chosen given their complexity leading to numerous case conferences within the chosen audit period. This audit also looked at two LSIs completed within the audit period using a similar methodology, reference points and information held on AIS, EMIS[4] and Police records.

2 – Police Vulnerable Police Reports (VPRs) and AP Concerns Received (June 2021)

This audit inspected the AP practice relating to the process and the decision making of a sample of 48 VPRs and AP concerns received by Social Work.

3 – Conversion of AP investigation to AS case conferencing (Dec 2020)

Perth & Kinross has, year on year, had one of the lowest conversion rates of completed ASP investigations that proceed to ASP case conferences. The APC agreed to ask colleagues from both Angus and North Ayrshire, both of whom have the highest conversion rates, to audit a sample of investigations to look at the application of threshold and decision making and give assurances to practice.

The conclusion of all three audits reveals strong practice across our AP activity and a number of areas highlighted in previous audit's that had improved within this reporting year, including a clear multi-agency approach to safeguarding, particularly within our more complex areas of AP work including our Large-Scale Inquiry's. The audits also highlighted a number of areas that required improvement including how we can support relatives better with regular and scheduled meetings for those implicated within an LSI and the provision of quality and consistent multi-agency chronologies.

6.3 Feedback from Organisations

As part of the multi-agency audit work, the care home manager, and the care home regional manager where one LSI was conducted were interviewed for their feedback on the LSI process. Although both indicated that they felt the initial reason for instigating an LSI was unnecessary, both acknowledged that they found the content of the investigation helpful in

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[4] AIS and EMIS are the Social Work and Health data bases

terms of bringing change and improvements to practice. The regional manager of the Care Home Group is also regional manager to a number of care homes across the north of Scotland. He shared the view that whilst he thinks that Perth & Kinross has a lower threshold for instigating an LSI in comparison to other authorities, it is also his view that Perth & Kinross brings a greater level of support to the care home sector *(see HSCP Local Enhanced Care Home Oversight Group)*

6.4 NHS Tayside AP Team Annual Report 2020[5]

This annual report sets out the position of NHS Tayside in relation to its role in AP activity throughout 2020 and the key priorities for 2021/2022.

6.5 Public Protection (strategic) Group and Public Protection Workforce Development

In this last reporting year, a multi-agency PPG was established and led by our CSWO with membership from all agencies with a responsibility for protection of those considered to be at risk or are considered a risk. This group extends to membership from Child Protection, Adult Protection, Violence Against Women Partnership, Alcohol and Drug Partnership, Community Justice Partnership, MAPPA, and Safer Communities.

One of the main actions of the group was the development of a **risk-register** and a weekly data set of key information to address the changing 'safeguarding' landscape brought about by COVID-19. Our position is one where we believe that establishing a PPG, underpinned by a risk register with governance and scrutiny from senior management has offered the opportunity for services that share a similar safeguarding agenda to be strengthened throughout this reporting year. Although initially established because of the impact of Covid, evidence shows that the group brings value to the shared agenda and therefore, commitment has already been given that the PPG will continue as a multi-agency group post Covid.

6.6 Public Protection (Practitioner) Group

Although not essentially driven by the defining criteria that underpins ASP, the Public Protection (practitioners) Group supports those considered vulnerable and who may not be able to safeguard their welfare and/or other interests. The group was established during the height of the Covid pandemic as a means to bring a co-ordinated and multi-agency approach to the support of those considered vulnerable. In the absence of traditional face to face contact with many services, it was recognised that some other (non-traditionally caring) roles, such as Housing, the third sector supporting Housing colleagues and welfare rights may well be in contact with those who may appear more vulnerable as a consequence of the restrictions placed upon society. Therefore, establishing this group of practitioners across a number of disciplines (that met weekly and continues to meet weekly) created the opportunity for practitioners to bring to the group concerns with a view to establishing a multi-agency response. The nature of the group and its membership actively promotes the concept of professional curiosity and the principles of professional curiosity that lie therein. Through review and self-evaluation, although we appear to be moving out of crisis and into what may appear to be a new normal, there is sufficient value in this group for it to continue.

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[5] First Annual Report: NHS Tayside Adult Protection team; January 2020 – December 2020

6.7 Enhanced Care Home Team

The Enhanced Care Home Team (ECHT) was established within this reporting year as a national programme of enhanced investment in the provision of a multi-agency response to supporting the care home sector. This programme of work acknowledged the increasing challenges faced by care homes in supporting adults with increasing complex needs, including supporting those with acute levels of dementia, learning disability, mental health and acquired brain injury, all within the context of supporting an extremely vulnerable group throughout the COVID-19 pandemic. The ECHT is made up of dedicated social work provision, various nursing and health care posts and a leadership and governance structure from within the Health and Social Care Partnership. The social work role within this team has a focus on supporting AP activity across the care home sector. One of the NHS AP advisors is also aligned to the HSCP. This provides a greater level of targeted assurance in relation to AP activity across this sector.

6.8 Serious Case Review (SCR) - MR A

The APC completed its first SCR earlier this year into the care and treatment received by Mr A. The review acknowledged that improvements are required across a number of areas including our pressure ulcer and tissue viability policy and practice and learning points around record keeping, discharge planning and transitions of care. The learning summary can be found at:

https://www.pkc.gov.uk/media/47975/Mr-A-Learning-Summary-10-March-2021/pdf/Mr_A_Learning_Summary_(10)_March_2021.pdf?m=637515675651370000

The SCR made 25 recommendations which have been translated into a dedicated SCR improvement plan. A multiagency short life working group has been established across both HSCP and acute health services to progress these improvements. This work reports back to both the Adult Protection Committee, the Chief Officers Group and the Clinical Care and Governance forum.

As part of the learning from the Mr A SCR, a 7-minute briefing of the review has been presented to a range of practitioners and senior officer scrutiny and governance groups.

The APC and COG receive assurances of the progress of the SCR improvement plan.

6.9 Initial Case Review (ICR) Mrs C

Within the reporting year, an ICR was concluded into the circumstances for Mrs C prior to her death. The review acknowledged a number of learning points, including learning around self-neglect, hoarding and how capacity informs practice.

6.10 Capacity Assessments

It is recognised that from this ICR and other learning reviews across Tayside where capacity/incapacity features, that an established Tayside capacity assessment pathway is required to support a multi-agency response and early decision making about how to support someone where capacity to safeguard welfare and other interest is not clear. A Tayside wide short life working group across Tayside has been established to take this work forward. P&K is represented on this group.

7. Training, Learning and Development

Evaluation: We are confident that we are developing a competent, confident, and skillful workforce. Our staff are highly motivated and committed to their own continuous professional development. We are empowering and supporting our staff with a wide range of evidenced-based multi-agency learning and development opportunities, which are evaluated highly and having a positive impact on practice. The content of these learning and development opportunities takes account of changing legislative, policy and practice developments and local challenges.

7.1 Staff Learning and Development

The APC continues to be committed to the delivery of awareness and specialist training to all partner agencies to ensure staff can recognise and respond to any identified or suspected harm. Prior to the pandemic, this was delivered online and in face to face. However, much of the focus this reporting year has been managing the complexities of the challenges that practitioners have faced, and where the opportunity for training existed, trying to adapt an existing traditional model of training for it to be delivered virtually without losing its integrity.

7.2 Council Officer Training

Council Officer training has been redesigned to be delivered in partnership across Tayside on a blended learning basis. This new comprehensive programme model aims to support practitioners with the knowledge, skills, and experience to enable them to lead on adult support and protection investigations and undertake all aspects of the ASP Council Officer functions competently and confidently.

This programme was piloted in January 2021 with the first Tayside wide cohort being delivered in August 2021 and cohort 2 in February 2022. The programme runs over 9 workshop sessions alongside an online resource and supported learning tool. The learning tool enables practitioners to develop individual learning plans to facilitate and evidence their learning throughout and beyond the programme.

7.3 Safeguarding Those in Crisis, Suicide Prevention, Community Engagement and Lessons Learned for ASP in 2021/22

Restrictions on movement and face to face contacts rendered a number of people vulnerable for a number of different reasons:

- We heard that people who were in difficult/abusive relationship found it difficult to find that safe space to make a call into services that would ultimately seek to keep them safe.
- People who were engaging with services online or over the telephone found it difficult to truly engage in services due to a number of different reasons. For example, it was reported that some had issues related to Information Technology (IT), childcare issues or it was reported that the same reasons that some were seeking 'safeguarding' support stemmed from the risk within the household. As a small representation of how IT could be used as a means to compliment service delivery (rather than replace it), 20% of those being supported by a community-based support team in July 2020 reported that they would engage in support via IT.

A short life working group was established with community leaders to scope out the possibility of some safeguarding services being delivered from community spaces. This was with a view to:

- Improve engagement with communities
- Harness the contribution of the community and voluntary sectors to bring in additional resources
- Roll out community conversation methodology across localities
- Allow the opportunity to tie in AP, CP, housing, violence against women (VAW), alcohol and drug partnership (ADP) and other inter-related safeguarding strategies.
- Promote safer communities through partnerships with community planning, police, and communities themselves
- Promote the integration of IT into service delivery with the use of 'near me/attend anywhere[6] or equivalent

7.4 Reducing the Prevalence of Suicide, Self-harm, Distress, and Common Mental Health Problems by:

- Continue to develop and extend accessible community assets and non-clinical sources of support
- Support to empower people to protect and improve their health and wellbeing
- Maximise opportunities to promote wellbeing through technology
- Provide support to those who face physical, emotional, economic, or cultural barriers to accessing community supports
- Further develop the suicide prevention webinars[7] and seek to embed the P&K suicide prevention within the healthy community strategy. Review mental health awareness and suicide prevention training, identify gaps, and develop a strategic approach to delivery
- Maximise community assets and opportunities to drive key messages about wellbeing
- Evaluate the impact of Community Based Programmes in preventing common mental health problems
- Frontline staff in its broadest context have the skills, competencies, and confidence to deliver on Distress Brief Interventions (DBI)
- People are signposted to services appropriate for their needs

This community engagement remains a key opportunity identified across a number of safeguarding agendas being taken forward throughout this next reporting year. Raising awareness and being able to respond appropriately and proportionally to any ASP concern is a key area for 2021/22.

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[6] https://www.nhstayside.scot.nhs.uk/OurServicesA-Z/NearMeTayside/index.htm

[7] The suicide prevention agenda commissioned Dundee University to deliver online training around supporting people in distress, crisis and those who are actively suicidal. This training extended to community leaders and active members of different communities across Perth & Kinross. In total, 210 people took part in the virtual training.

7.5 Trauma Informed Practice

Since 2018, commitment has been given across both the ASP and CPC agenda to have a trauma informed workforce and is an example of jointly commissioned training between the APC and the CPC. We have:

- Published and disseminated P&K Trauma Informed Practice Guidance for practitioners working with children, young people, and adult survivors of CSA/CSE.
- Commissioned two multi-agency Trauma Informed Managers Briefings: three multi-agency Trauma Informed Practice Training Sessions and two multi-agency Trauma Informed Practice Resourcing Workshops.
- In 2021, commitment was given to the commissioning of further trauma informed managers briefings and a series of training on trauma informed practice for practitioners across child and adult protection and other supporting/safeguarding roles. Extending this training for a further year indicates that the delivery of this is a considered a positive piece of work in terms of collaborative working between the two committees.

7.6 NHS E-learning Adult Support and Protection Learnpro Module

As of January 2021, 10908[8] practitioners across all areas in Tayside had completed the online ASP module.

The AP learning module is also hosted by PKC. The module is available to employees as well as being made publicly available on the www.pkc.gov.uk webpage. Between 1 April 2020 and 31 March 2021, the module has been accessed on 828 occasions.

7.7 ASP Matters

ASP Matters is a practitioner led peer support network for those who practice in and/or are involved in AP work. Supported by our colleagues from Learning and Development, it is an open forum for practitioners to discuss practice and use the experience from within the peer group to share and learn from each other. The practitioner lead for ASP Matters sits on the APC sub-group and provides a link from ASP Matters into ASP practice. ASP Matters meets monthly via MS Teams. It is not exclusive to Council Officers, but an offer of a safe, learning space for those who have a vested interest in AP work.

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[8] First Annual Report. NHS Tayside Adult Protection Team January 2020 – December 2020. P:7

7.8 Looking Forward

We continue to explore and commit to the AP training needs analysis of the workforce. We also look to strengthen our relationship and the training opportunities that exist at a Tayside level. The AP training plan looking forward includes the following:

- The development of a Tayside ASP minimum learning standards action plan which will include the following:

  - ASP Tayside Council Officer Programme (Level 3)
  - Defensible Decision-making Programme (Level 2/3)
  - Tayside multi-agency introduction to ASP (Level 1)
  - ASP Hospital Discharge development
  - Tayside Hoarding and Self-neglect
  - 2nd Interviewer Training

From a learning and development perspective, we also seek to achieve the following in the next reporting year:

- Lead Officer Tayside workforce learning and development priorities 2022/23
- Create and sustain a Tayside ASP MS Teams Projects/Channel
- Develop a Tayside ASP Communication plan
- Develop a number of Tayside ASP Practice Forum/Learning exchange events 2022

8. Engagement, Involvement and Communication

Evaluation: We are confident that we listen to, understand, and respect the rights of adults at risk and their families and that we are helping them to keep themselves safe.

Independent advocacy is an important consideration in ASP cases to ensure that the adult and family views remains is represented and it is our position that it is key that advocacy is involved at the earliest point and throughout the ASP process. The support adults receive is well evaluated and audits evidence that independent advocacy is offered to the majority of adults at risk.

Clare Gallagher, Chief Executive for IAPK writes:

"There is a commitment from P&K to support referrals to independent advocacy and from IAPK in prioritising these cases. Good working relationships have been fostered between P&K and IAPK which include representation from independent advocacy on the APC, ASP Subgroup and ICR/SCR Group"

In this reporting year, IAPK has supported AP activity on 55 separate occasions.

Clare Gallagher is an active member of the APC.

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8.1 Feedback From Service Users and Carers

Research supports the value in engaging service users in designing, co-producing, and implementing policy and procedure. There are different ways in which the APC gains feedback from service users and carers:

- Questionnaires are completed at Adult Protection Case Conferences (APCC)
- Participation in audits to give their views
- The committee has two Carer representatives
- Analysis of outcomes on all ASP forms. In order to capture impact of intervention for those cases which did not proceed to APCC, an outcome question was developed to be completed at end of the ASP case. The staff member completes the form with the input of client to check if the intervention has been helpful

Service user and Carers views are at the centre of the work we do, and it remains a priority for the APC.

The APC has taken a variety of steps to address this. However, this can be complicated because of:

- Levels of understanding
- Communication issues
- Conflict within families

However, if we If we look elsewhere, there are examples of practice that we can learn from, including the implementation of a regular, local service user forum, similar to our ASP Matters forum which may allow for a systematic approach to gathering on reporting on service user involvement and feedback

8.2 Communication and Public Awareness

We have developed the APC webpage which provides public information that is accurate and relevant. We are working with community groups to address issues identified as areas that could impact on our ability to safeguard people. In recent years, we have tried to raise awareness in a variety of different ways and different formats eg Facebook and Twitter. It has been difficult to gauge the impact of these initiatives as they do not necessarily generate referrals but tend to focus on raising awareness more generally.

The dedicated ASP webpages (Perth & Kinross Council - Adult support and protection (pkc.gov.uk) throughout this reporting year have been visited on 1330 occasions. Whilst this is significantly lower than in previous reporting years, PKC IT has implemented a new security software policy on all of the PKC webpages that has implications on understanding the number of times any PKC webpage has been visited.

Mary Willis, Communications Officer states:

"*During the past year we have supported national social media campaigns either directly relating to adult support & protection, or allied to this area of care and support:*

- *National Elder Awareness Day 2021 (February)*
- *#ShutOutScammers (joint Police Scotland and Trading Standards)*

- *Domestic violence and forced marriage*

We also undertook local campaigns on social media to share information around how people can report concerns about adults at risk of harm during the initial stages of the pandemic, in a similar way to those done for child protection".

8.3 Sustaining Close Safeguarding Relationships with Wider Organisations

The APC has a wide membership, including a representative from University of the Highlands and Islands (Perth College campus). The campus has students with a range of physical and learning disabilities and those with whom have disclosed a mental health support need. Retaining this close working relationship, particularly during the challenges posed by Covid, has been key to ensuring that those who are considered vulnerable, at risk or in need of support from wider agencies are able to access this.

In 2020, a number of meetings took place with community and faith groups and the wider public protection groups to work jointly and communicate a shared 'safeguarding' vision. As a consequence of this, it was agreed that a 'safeguarding' leaflet was produced across a number of different languages as a means to reach out to those with whom English is not their preferred language. This has been done in partnership with our third sector colleagues from PKAVS.

9. Challenges and Areas for Improvement

This report has identified key areas for our programme of work over this next year. We continue to focus on understanding the impact of COVID-19 and the subsequent lockdown on AP activity within P&K as well as understanding the impact on AP activity nationally. This includes a particular focus on our continued use of Banning Orders or other legal protection orders as a multi-agency and co-ordinated means to safeguard.

We will give a focus on key issues such as violence against women, financial harm, understanding the AP impact on those where drug and alcohol features, mental health, and suicide prevention.

Priority will also be given to supporting the emerging prevalence in AP activity around the young adult and those young people and adults in transition between services. This has been highlighted within this report as an area of priority across the wider public protection agenda and an area that requires a multi-agency, co-ordinated response.

In this coming year, we are keen to explore how we can engage service users in a more meaningful way and developing an AP-specific communications strategy would help promote the importance and relevance of adult support and protection.

This report has highlighted the need for a robust, reliable data set from across all partner agencies to inform planning, manage workload efficiently, target resources on key issues, to inform improvements to practice, and to demonstrate outcomes. As we continue to move towards commissioning a new social work database, it is intended that this new system, and the data produced from it, will help better understand and improve performance and outcomes. This will also be informed by any plans to implement a national data set.

Capturing learning from adverse events and different learning reviews has been identified as important, and work with partner agencies across Tayside, including colleagues from CPCs,

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has already began to explore how this can be taken forward as a means to learn from the significance of past events.

We acknowledge the importance of chronologies as a means to identifying patterns of behaviour, escalating risks, strengths, and weaknesses of the adult. Our audit into some of our own AP work identified that works need to be done in this reporting year to ensure that our multi-agency chronologies are available, up to date, focus on key life events and the implications of these on risk, risk assessments, risk management plans, and chronologies are consistently shared among all our adult protection partners.

10. Our Response to COVID-19

Much has been referred to within this report about how our AP activity and our practice has been impacted, or indeed influenced, by the Coronavirus pandemic, not only in the way we practice but how Covid and the restrictions therein have impacted on those who require support. COVID-19 undoubtedly created a global health and social care crisis that significantly impacted on adult safeguarding practice. We know from research that the impact of self-isolation, those who required to shield for periods of time, social distancing and limited and restricted community resources, placed additional pressures on the most vulnerable in our community. We also know from more recent research that societal restrictions have led to an increase in violence against women. Although this does not reflect in our data, our close working relationship with the VAW agenda will seek to explore this going forward.

In the early phases on the pandemic, face to face contact in safeguarding was reduced and only considered if absolutely necessary. Throughout this reporting year, services, including Council Officers, have in part, relied on digital technology and telephone communications because of government lockdown restrictions.

- Working from home/remote working
- Daily reporting of available council officers to carry out AP work
- Daily review of AP work to ensure sufficient Council Officers
- Temporarily moved to 7-day working to support our Out of Hours colleagues

As stated earlier in this report, adult protection was considered a key multi-agency priority and as a consequence, scrutiny and governance was given to it from a number of areas.

However, despite these challenges, improvements to AP performance and practice in the most challenging of years has been made. Our data supports that notwithstanding the professional and personal challenges faced by practitioners as a consequence of Covid and practising within the layers of restrictions, our AP concerns received increased by 14%, but our screening of these within 24-hours also increased. The numbers of AP inquiries and investigations completed within timescales increased. Data also supports that the number of APC case conferences increased from 12 conducted last year to 75 conducted this reporting year. Therefore, alongside the pressures and complexities, the actual AP workload in this last reporting year increased significantly. This requires close monitoring.

It is also considered, that despite these complex challenges brought by Covid, the wider AP agenda has forged and strengthened relationships with a number of other key adult safeguarding strategies, and the growth of the Public Protecting Group and the scrutiny and governance given to Public Protection supports this statement. Whilst the lack of face-to-face contact has its disadvantages, Perth & Kinross has committed to, and embraced MS Teams.

It is widely recognised across practitioners that the use of MS Teams has allowed for greater connectivity, and whilst digital and virtual AP assessments will always be seen as appropriate only in defendable circumstances, evidence exists within staff surveys that it is now easier to connect with others as a means to share and safeguard.

It has been difficult to quantify the impact of Covid on AP activity. There is no doubt that the numbers of AP concerns received, including VPRs, have increased, and within this increase, there is a marked prevalence of those experiencing distress, are in crisis and/or features a wider mental health concern. Much of our early practice in the initial phases of Covid was influenced by the limited research available about how society reacts to a pandemic and degrees of restrictions. This research, albeit limited, pointed to individuals and communities experiencing deteriorating mental illness as a consequence of increased and prolonged stress, anxiety, isolation, and indirect consequences around loss of income. Our data and our analysis of this suggests that this may well be the case. Consequently, and following analysis of this data, services across statutory and voluntary sectors have been re-shaped in order to drive these AP concerns into a multi-disciplinary triage system to steer and signpost into the most appropriate and proportionate mental health provision, all within the context of AP. The outcome of this will be reviewed and evaluated as part of this 'test of change'.

Summary

This report seeks to give analysis to the AP activity and its impact between 1 April 2020 and 31 March 2021. It highlights a number of key areas where our multi-agency AP activity within Perth & Kinross is strong, and it identifies areas in which we seek to improve. If the improvement areas, as highlighted within this report, are approved at AP Committee, these will inform the APC Improvement Plan for 2021/2022.

Iain Wilkie
Adult Protection Coordinator
25 August 2021

PERTH AND KINROSS COUNCIL

15 December 2021

CHIEF SOCIAL WORK OFFICER ANNUAL REPORT 2020/21

Report by Chief Social Work Officer
(Report No. 21/244)

PURPOSE OF REPORT

This report provides the Chief Social Work Officer's overview of social work services in Perth and Kinross during the financial year 2020/21. It sets out how social care and social work and criminal justice social work services, have been delivered up until the end of March 2021, and in some instances, up to the end of July 2021.

It covers the key challenges in responding to COVID-19 in support of our most vulnerable and at-risk citizens for a full year and describes the impact that this has had on demand for services and how teams have adapted to new ways of working. The report also details the arrangements to enable the Chief Social Work Officer to fulfil the responsibilities outlined in Section 5 (1) of the Social Work (Scotland) Act 1968 (as amended).

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1. BACKGROUND/MAIN ISSUES

1.1 The Social Work (Scotland) Act 1968 requires every local authority to appoint a single Chief Social Work Officer (CSWO).

1.2 Scottish Ministers published statutory guidance in 2016 on the role of the CSWO for local authorities and partnerships which have certain social work functions delegated to them. The CSWO role was established to ensure the provision of appropriate professional advice in the discharge of the full range of the local authority's statutory functions and the updated guidance sets out the importance of the CSWO role within Integrated Joint Boards.

1.3 The CSWO is accountable to elected members of the Council and must be:

- A qualified social worker, registered with the Scottish Social Services Council;
- Designated as a 'proper officer' of the local authority;
- Of sufficient seniority and experience in both the operational and strategic management of social work services; and
- A non-voting member of the integration authority.

1.4 The CSWO is a role and function, rather than a specific job description and is therefore distinct from the post holder's operational management responsibilities and from the role of the Chief Officer of the integration authority.

It is for the CSWO to use their authority to challenge and intervene when proposals may have a detrimental impact on vulnerable citizens or to the workforce on whom they depend. In leading the social care and social work profession, the CSWO provides:

- Professional independent advice to the Chief Executive and elected members in relation to the discharge of the local authority's statutory functions as outlined in the Social Work (Scotland) Act 1968;
- Strategic and professional leadership in the delivery of social work services;
- Assistance to local authorities and their partners in understanding the complexities and cross-cutting nature of social work services and the key role they play in meeting local and national outcomes; and
- Support for performance management and the management of corporate risk.

1.5 Together with the CSWO, elected members have duties to oversee that effective, professional and high-quality social work and social care services are delivered to professional standards. The annual CSWO report, and its consideration by Perth and Kinross Council and the Perth and Kinross Integrated Joint Board, is one important way to accomplish this. The CSWO annual report is an opportunity to gauge the quality of performance of social work and social care services and to identify the challenges for continuing to meet the needs of local people and communities into the future.

1.6 Over 2020/21, the CSWO role was carried out by Jacquie Pepper alongside her responsibilities as Depute Director (Education and Children's Services). The Head of Adult Social Work and the Head of Services for Children, Young People and Families deputise and provide cover when required.

2. PROPOSALS

2.1 The Office of the Chief Social Work Adviser (CSWA) uses all 32 CSWO Reports to produce a national summary report and this provides an opportunity to set our local social care and social work services in the wider national context.

2.2 The report considers how social work and social care services have been delivered over the last financial year (1 April 2020 to 31 March 2021). It identifies the challenges which have faced social work and social care services as a result of the continuing COVID-19 pandemic and how new demands and trends are emerging. This year, the report emphasises how teams have and are continuing to adapt, and where possible, tells this story through the experiences at team level. There are many examples of inventive and adaptive changes to working practices, including increased use of technology and the introduction of virtual meetings to ensure that essential services are maintained. Many of these changes have proven to be efficient and effective and work will be taken forward in the renewal and recovery work in due course.

2.3 The report illustrates how social care and social work services delivered outcomes for service users over 2020/21 including:

- Moving temporarily to 7-day cover in adult services between April and June 2020 to manage hospital discharges and increased activity in the Home Assessment Recovery Team (HART);
- The Perth and Kinross Care Home Oversight Group (inclusive of the Health and Social Care Partnership, Health Protection, Scottish Care and the Care Inspectorate representatives) was formed in May 2020 and has provided assurance and support across the sector;
- Managing a 14% increase in Adult Support and Protection concerns and a 22% increase in inquiries and investigations while at the same time improving performance in timescales;
- Maintaining a healthy number of Mental Health Officers and providing 24/7 cover to meet statutory requirements and in legal processes;
- Managing a 10% increase in Vulnerable Persons Reports via the ACCESS Team and responding to a significant increase in mental distress by augmenting the team with Mental Health Nurses;
- Supporting the early release of prisoners through the Criminal Justice Social Work teams and with key partners between May and July 2020;
- Adapting arrangements for Unpaid Work in accordance with Scottish Government guidance;
- Continuing to implement a new project (now called EVOLVE) specifically for men open to Criminal Justice Social Work Services;
- Continuing to achieve a balance of care for children who are looked after in the community at 96% for the third year running;
- Continuing to provide flexible 24/7 support for young people on the edges of care;
- Expansion of intensive flexible family support services for families with younger children, providing support in the evenings and weekends;
- Responding to increases in Unborn Baby Referrals and important changes in the age profile of children subject to Child Protection Plans (with more unborn babies and infants than experienced before);
- Achieving a fivefold increase in the number of children being provided with independent advocacy with a 96% uptake; and
- The number of children looked after as at 31 July 2021 has remained relatively stable compared to 2020.

2.4 During 2020/21, social work and social care staff have successfully adapted ways of working to care for and protect the most vulnerable people across all communities in Perth and Kinross. The CSWO is confident that staff across all sectors have done everything possible to minimise the impact of COVID-19 and have acted professionally and safely throughout this last year.

2.5 The CSWO's report highlights the significantly higher workload as a result of COVID-19, particularly at our "front door" services. In October 2020, Council approved the equivalent of 4.0 full time equivalent (FTE) temporary additional social work staff for Services for Children Young People and Families to ensure capacity within the Child Protection Duty Team and that resources were not directed away from preventative and earlier intervention.

The data in this report shows that this has had a positive impact on performance and outcomes for children.

2.6 In October 2021, funding was announced by the Health Secretary, Humza Yousaf, to support an NHS and Care Winter Package which, among a range of measures, includes funding to enhance capacity for social work assessments. This, in addition to funding to support additional mental health social worker capacity, will ease pressures in adult social work services over the next year.

2.7 The key challenges going into 2021/22 will be:

- Pressing ahead with review and transformation, in line with the Perth and Kinross Offer, where there are demand pressures and to secure earlier intervention and prevention including:
  - Developing new models of support for adults with complex needs and to improve transitions from children to adult services.
  - Continued development of technology enabled care.
  - The increased demand in relation to adults with incapacity or mental disorder.
- Continuing to meet our corporate parenting responsibilities through a revised Corporate Parenting Plan and responding to the recommendations of the Independent Care Review set out in The Promise to achieve whole systems change for care experienced children and young people;
- Continuing the support for care home and care at home services to manage the ongoing impact of COVID-19, focusing on infection prevention and control, and managing the additional demands arising from that and workforce pressures;
- Implementation of a new fit for purpose social work and social care IT system and associated staff development;
- Embedding positive changes to working practices, including the use of technology;
- Managing the financial pressures and increasing demands across all sectors;
- Responding to workforce pressures and recruitment challenges in social care services;
- Working in partnership with key third sector organisations to deliver a range of essential services and continuing to explore areas for collaboration and jointly commissioning services with partners; and
- Developing and implementing new workforce development programmes in trauma-informed practices, public protection and disseminating learning from case reviews.

3. CONCLUSION AND RECOMMENDATION

3.1 The CSWO's assessment of performance over 2020/21 is that overall performance in securing high quality experiences for people who use social work and social care services has remained good despite major challenges. This report focuses on the ways in which all of the diverse teams have responded to the pandemic by changing their working practices, adhering to

national guidance and responding to increasingly complex circumstances and entrenched difficulties. It sets out how staffing levels have been maintained and demonstrates the benefit of strong teamwork in social care and public protection.

The demand for social work and social care services has increased as the pandemic continues, and it is to the Council's credit, that the value of early help and support has continued to be recognised, and that in Perth and Kinross, the shift towards prevention and earlier intervention has been preserved.

3.2   The continued improvements in outcomes for children and young people in need of care are demonstrated. This shows that the focus on prevention is having a positive impact on outcomes, bringing down spend on external residential placements and reducing the number of children requiring intervention through child protection measures and a Child Protection Plan. Within adult services, the strong partnership approach that exists at team and practitioner level continues to be evident. The changes in practices such as the implementation of multi-agency Initial Referral Discussions in adult support and protection is improving the effectiveness of the initial response to adults at risk. Determined and committed staff are delivering a high quality of service to our citizens and continuing to innovate, improve and adapt practices. That is a huge achievement and demonstration of the contribution our social care and social work staff can make to the experience of our most vulnerable citizens.

3.3   There is a need to ensure that staff receive support for their health and wellbeing to stay well and to continue to provide essential and critical services in the longer term. This is recognised both locally and nationally and the Scottish Government announced additional funding for practical support measures for the health and social care workforce from November 2021. A Perth and Kinross Wellbeing Steering Group has been established to implement a local plan of support.

3.4   This report provides examples of social work and social care professionals leading the redesign of services towards prevention, earlier intervention and personalisation. This innovation and investment in new ways of working are now making significant inroads to addressing longstanding pressures in areas such as residential care for young people. Continued investment in a skilled, adaptable, and digitally aware workforce, which is supported by a more advanced IT system to replace the existing case management system, will be key over the next few years.

3.5   It is recommended that Council:

(i)   Approves the Chief Social Work Officer Annual Report for 2020/21 as set out in Appendix 1.

Author

Name	Designation	Contact Details
Jacquie Pepper	Chief Social Work Officer	ECSCommittee@pkc.gov.uk 01738 475000

Approved

Name	Designation	Date
Jacquie Pepper	Chief Social Work Officer	7 December 2021

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	**Yes**
Corporate Plan	**Yes**
Resource Implications	
Financial	**None**
Workforce	**None**
Asset Management (land, property, IST)	**None**
Assessments	
Equality Impact Assessment	**None**
Strategic Environmental Assessment	**None**
Sustainability (community, economic, environmental)	**None**
Legal and Governance	**None**
Risk	**None**
Consultation	
Internal	**None**
External	**None**
Communication	
Communications Plan	**None**

1. Strategic Implications

Community Plan/Single Outcome Agreement

1.1 This section sets out how the proposals relate to the delivery of the Perth and Kinross Community Plan/Single Outcome Agreement in terms of the following priorities:

(i) Giving every child the best start in life;
(ii) Developing educated, responsible and informed citizens;
(iii) Promoting a prosperous, inclusive and sustainable economy;
(iv) Supporting people to lead independent, healthy and active lives; and
(v) Creating a safe and sustainable place for future generations.

This report relates to Objective No. (i), (iv) and (v).

Corporate Plan

1.2 This section sets out how the proposals relate to the achievement of the Council's Corporate Plan Objectives.

(i) Giving every child the best start in life;
(ii) Developing educated, responsible and informed citizens;
(iii) Promoting a prosperous, inclusive and sustainable economy;
(iv) Supporting people to lead independent, healthy and active lives; and
(v) Creating a safe and sustainable place for future generations.

This report relates to Objective No. (i), (iv) and (v).

1.3 The report also links to the Education & Children's Services Vision, Values and Priorities in respect of the following key Priority areas:

- Best Start
- Health and Wellbeing
- Care and Equity
- Safe and Protected

2. Resource Implications

Financial

2.1 None.

Workforce

2.2 Any future workforce implications will be reported via individual service reports.

Asset Management (land, property, IT)

2.3 None.

3. Assessments

Equality Impact Assessment

3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.

The proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:

(i) Assessed as **not relevant** for the purposes of EqIA

Strategic Environmental Assessment

3.2 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.

This section reflects that the proposals have been considered under the Act and no action is required as the Act does not apply to the matters presented in this report. This is because the Committee are requested to note the contents of the report only and the Committee are not being requested to approve, adopt or agree to an action or to set the framework for future decisions.

Sustainability

3.3   Not applicable.

Legal and Governance

3.4   Not applicable.

3.5   Not applicable.

Risk

3.6   Not applicable.

4.   Consultation

Internal

4.1   Head of Service Adult Social Work and Head of Services for Children, Young People and Families have contributed to this report.

External

4.2   Not applicable.

5.   Communication

5.1   Not applicable.

2.   BACKGROUND PAPERS

2.1   None.

3.   APPENDICES

3.1   Appendix 1 - Chief Social Work Officer Annual Report 2020/21

PERTH &
KINROSS
COUNCIL

Chief Social Work Officer Annual Report 2020/21

PHOTO CREDIT

Ben is 16 December and enjoys football, rugby and has a part time job. He has aspirations to become a teacher. He loves taking photos of outdoors and is very keen on walking and is interested in hill-walking too.

Table of Contents

1   Introduction and Context

This Chief Social Work Officer Annual Report for 2020/21 provides an overview of social work and social care delivery, statutory social work functions as well as local achievements and challenges. This report looks back over the last financial year and covers a period in which our social work and social care services have been dealing with unprecedented demands as a result of the impact of the COVID-19 pandemic. Social work and social care staff have worked ceaselessly, skilfully, and professionally, facing their own fears and anxieties with huge selflessness as they have continued to care for and protect the people they support.

I would like to thank each frontline care worker, social worker and unpaid carer for their perseverance and hard work that has been demonstrated in huge measure across Perth and Kinross. I would also like to thank care providers, their representative bodies, our managers, and a wide range of local organisations who have worked at pace and in partnership to support the care sector during this difficult time. Sadly, Scotland has witnessed the loss of lives across its communities and in care homes. The measures to combat COVID-19 have been necessary to save lives. But those measures also cause harm and can have negative impacts on people in our society who are least able to withstand them.

The harms caused by the pandemic are not felt equally and our recovery must recognise these unequal impacts. We must continue to provide additional support for those who will need it into the longer term and seek to advance equality and protect human rights.

This report focuses on the ways in which all of the diverse teams have responded to the pandemic by changing their working practices, adhering to national guidance, and responding to increasingly complex circumstances and entrenched difficulties. It sets out how staffing crises have been averted and demonstrates the value of strong teamwork in social care and public protection. The demand for social work and social care services has increased as the pandemic continues.

This report affirms the contributions and the value of the skilled and devoted people we have across the sector in Perth and Kinross. The additional demands in both adult and children's services have been acute, yet staff have rallied and put in place many new ways of working that are proving to be more effective in the long run.

As Chief Social Work Officer, I continue to be both proud and humbled by the dedication, creativity, and quiet can-do attitude of everyone working in social work and social care in Perth and Kinross. They consistently go the extra mile and are truly dedicated to making a positive and lasting impact on the lives of our more vulnerable citizens.

Jacquie Pepper
Chief Social Work Officer

Context
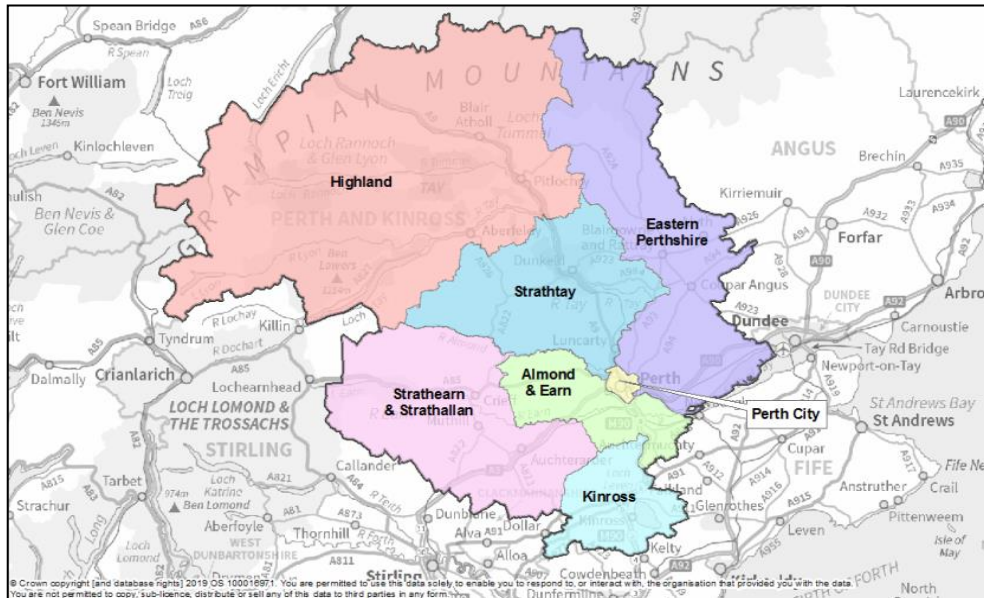
Area

5286 km^2

5th largest area by land mass in Scotland

Population

151,109

mid-year population estimate, NRS, 2020

18% 0-17 years old

12 Electoral wards

40 Councillors

Community planning local action partnership areas

Perth City   East Perthshire
Kinross-shire   Strathtay
Almond and Earn   Highland
        Strathearn and Strathallan

NHS NHS Tayside

commissions health care for residents across Tayside

- 3 major hospitals
- community hospitals
- >60 GP surgeries
- local health centres

Police Scotland

Tayside division

7500 km^2

area covered by Tayside command

2   Governance and Accountability

Discharging the requirements of the Chief Social Work Officer

The role of Chief Social Work Officer (CSWO) includes providing professional governance, leadership, and accountability for the delivery of social work and social care services. The CSWO reports to the Chief Executive, Elected Members, and Integration Joint Board. Alongside the role of CSWO, the current CSWO is also the Depute Director of Education and Children's Services.

The CSWO has direct access to Elected Members, the Chief Executive, Chief Officer of the Integration Joint Board, Executive Directors, Heads of Service, managers, and front-line practitioners both within the Council and Health and Social Care Partnership, and with partner agencies in relation to professional social work issues.

During 2020/21, the CSWO discharged the requirements of the role as follows:

- Reporting to a range of Perth and Kinross Council committees
- Member of the Council's Executive Officer Team and Corporate Management Group
- Access to elected members, Chief Executive and Chief Officers as required
- Member of the Community Planning Partnership delivery groups for Children, Young People and Families and Community Justice
- Member of the Perth and Kinross Chief Officers Group for Public Protection
- Member of the Adult and Child Protection Committees (including chairing the Multi-agency Practice Review Group and providing advice and challenge in relation to case review)
- Chair of the Protecting People Group established in January 2021 to bring together strategic partnership working across the public protection agenda including Child Protection Committee; Adult Protection Committee; Violence Against Women Partnership; Alcohol and Drug Partnership; the Multi-Agency Public Protection Arrangements (MAPPA) Strategic Oversight Group for Tayside
- Non-voting member and professional advisor to the Perth and Kinross Integrated Joint Board (IJB)
- Non-voting member and professional advisor to the Perth and Kinross Integrated Joint Board's Audit and Performance Committee
- Co-chair of the Health and Social Care Partnership's Care and Professional Governance Forum
- member of the Tayside-wide COVID-19 Enhanced Professional Clinical and Care Strategic Oversight of Care Homes Group (SOCHG)

The CSWO takes part in the budget review process across all relevant services ensuring that the needs of vulnerable and at-risk groups needs are highlighted and considered. The CSWO also leads the Council's panel for safe recruitment, ensuring proportionate decision-making to protect service-users and the public and at the same time ensuring that the Council is an inclusive employer. The CSWO is the lead signatory for the Scottish Social Services Council as the regulator of the social care workforce ensuring that the codes of practice are adhered to and acting as a point of contact when there are concerns about an employee's fitness to practice.

The Heads of Service for Adult Social Work and Services for Children, Young People and Families, as senior social work leaders, support the CSWO to have oversight of key local, regional, and national developments and considering the most appropriate local response. Diane Fraser, Head of Adult Social Care and Social Work left the Council in January 2021 for a new role in North Lanarkshire and this role is now shared on an interim basis by Kenny Ogilvy and Zoe Robertson. Hazel Robertson, Head of Services for Children, Young People and Families and Kenny Ogilvy, Interim Head of Adult Social Work deputise for the

CSWO on a rotational basis in order that there is full-time cover for key decisions that cannot be delegated.

The CSWO has continued to provide visible leadership over the last year by meeting with staff teams across Perth & Kinross to learn first-hand of the issues faced by the workforce in social work services. It has not been possible to engage in the same level of face-to-face meetings and discussion with people who use services. The CSWO has attended a number of meetings with Care Home Managers and the local Care Home Oversight Group and engaged in visits to St. Martin's House, the Access Team, online events with Care Home Managers and residents including the Go4Gold award ceremony and an evening with the Youth Engagement Team.

In support of the Tayside Children's Services Collaborative, the CSWO chairs Priority Group 5 of the Tayside Children's Services Plan which is taking forward a collaborative approach across the three Child Protection Committees to improve practices and standards in child protection and safeguarding.

Nationally, the CSWO takes part in meetings of all 32 CSWOs supported by Social Work Scotland. She is also Co-Chair of Social Work Scotland's Children and Families Standing Committee and Co-Chair of the Scottish Government Delivery Group for Family Support.

Demand pressures and staffing have been monitored closely since March 2020 and reported through the Gold Command arrangements. Staff and managers have responded with huge determination to continue to offer the optimum response and level of service to all service users and it is to their credit that statutory requirements have continued to be met.

3   Service Quality and Performance

3.1   Adult Support & Protection

The Adult Support and Protection Act (Scotland) 2007 aims to protect adults who are unable to safeguard their own interests and are at risk of harm because they are affected by disability, mental disorder, illness or physical or mental infirmity. The Act places duties on councils and other organisations to investigate and, where necessary, act to reduce the harm or risk of harm.

Adult support and protection (AP) has been carried out over the last year within the challenging context of the COVID-19 pandemic. Adult support and protection was designated an "essential service" and prioritised by the Council's Gold Command structure. Data in relation to adult protection and the adequacy of staff resources to respond to demand has been monitored weekly. In addition to strengthening the governance and oversight of this work, a high priority was placed on ensuring that there were sufficient numbers of appropriately trained and experienced social workers to carry out this work. This included a temporary move to 7-day operations to support an increase in volume of activity outside normal office hours.

As a consequence of restrictions and the need to socially distance, staff adapted their working practices and responded by using virtual means where appropriate to carry out necessary inquiries and gather sufficient information to determine whether people required support and intervention to keep safe and protected. Face to face contact and support was also available throughout and 82% of all Adult Protection (AP) inquiries were carried out face to face between 1 April 2020 and 31 March 2021. This compares to 97.5% in the previous year.

There has continued to be a sufficient number of suitably trained social workers to carry out adult protection and more staff will be trained from August 2021.

There has been a significant increase in demand over 2020-2021 and this relates to the impact of COVID-19. Table 1 shows a slight increase in the number of overall AP concerns in 2020/21, however, the number has remained relatively steady since 2018/19. The number of VPRs (Vulnerable Person Report) has continued to rise over the last 5 years. The data shows an incremental growth in the number of AP concerns and 1819 AP concerns received in 2020/2021 compared to 1593 in 2019/20. This represents a 14% increase in AP concerns which appears to be consistent with the national picture.

The number of AP Concerns that progressed to formal Adult Support & Protection (ASP) inquiry or investigation increased by 22% over the last year and it is notable that performance against timescales for completion have continued to improve.

Table 1. Volume of Vulnerable Person Reports (VPR) and Adult Protection Concerns
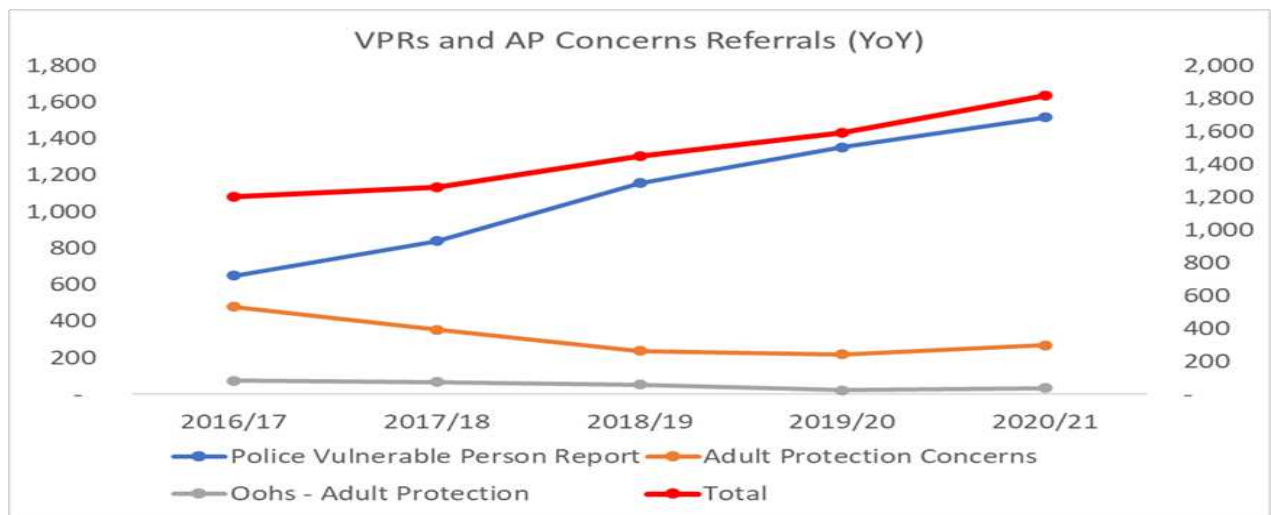
Mental ill-health has continued to be a feature in 17% of all AP concerns. Analysis of concerns screened shows that higher numbers of people requiring support and protection have experienced deteriorating mental ill-health and wellbeing as a consequence of the COVID-19 restrictions. In addition, their circumstances were more likely to be acute and complex. In response, additional experienced mental health nurses have been deployed within the Access team as a 'first point of contact' and to provide a more person centred, timely, and proportionate multi-agency response.

The performance in relation to screening has been maintained despite the significant increase in volume of activity and 98% of all concerns received were screened within 24-hours (see Table 2). The number of AP case conferences increased from 12 in 2019/20 to 75 conducted in 2020/2021 and this is considered to be a positive position and likely to be related to the implementation of new processes for inter-agency referral discussions. Consideration is being given to introducing dedicated case conference chair(s) to manage this independently and ensure consistency in quality of decisions and the experiences of people in need of protection.

Table 2: Percentage of referrals screened within 24 hours

% of VPR and AP Concern Referrals Screened within 24 Hours (YoY)

	2016/17	2017/18	2018/19	2019/20	2020/21
Yes percentage of total	95.4%	93.1%	96.5%	98.0%	97.9%
No percentage of total	4.6%	6.9%	3.5%	2.0%	2.1%
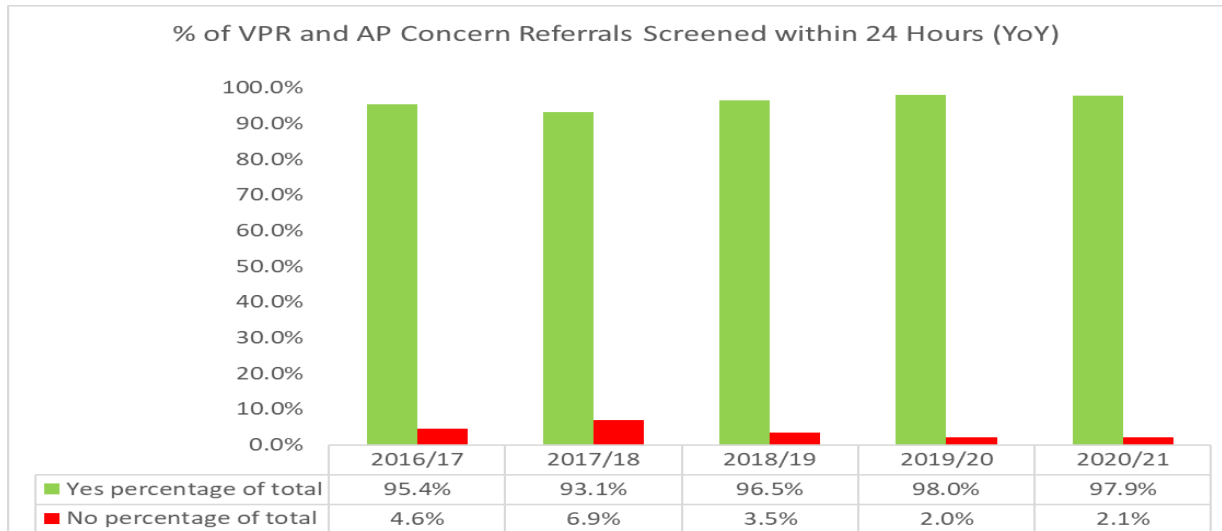
Older people, especially those over the age of 81, account for 34% of all AP investigations concluded and the majority were already receiving a care service indicating their higher levels of dependency and vulnerability. There has also been an increase in adult support and protection activity for younger adults, and in particular younger adults affected by learning disability, mental ill-health, and substance use. This is an encouraging sign that partners have an increased awareness of vulnerability and risk. Younger adults are more likely to be the subject of repeat referrals typically featuring diagnoses of borderline personality disorder, alcohol / substance misuse, and self-harming behaviour.

Adult protection referrals were received from a wide range of sources with the main three sources being Police, Health, and social work / local authority. Fire and ambulance services, care homes and the general public have also referred. This indicates a growing awareness of adult protection, and a confidence in the reporting of concerns.

Over the last two years the most common location for harm to have taken place is within the home address (43%). The proportion of AP investigations relating to people resident in care homes over the last year was 29% compared to 41% in 2019/20. In response to concerns about the high levels of risk and vulnerability of care home residents, a multi-disciplinary Perth and Kinross Care Home Oversight Group was established in May 2020. This provided a daily report on infection outbreaks and provided an opportunity to increase the levels of assurance in relation to the care and protection of care home residents. All Care Homes registered to operate in Perth and Kinross received at least two care assurance visits by experienced nursing and social work staff over the year and every resident received a care review by a social worker. This additional monitoring and support has been highly effective in managing Infection Prevention and Control measures and at the same time improved the systems for keeping people safe from abuse and harm.

The main forms of harm experienced by vulnerable adults are financial harm (35%), physical harm (21%) and neglect (22%). The key risk factors for people who need protection from harm are old age, dementia, and frailty.

In this last reporting year, three Banning Orders and one Protection Order have been applied for by Perth and Kinross Council and granted in Court.

In March 2021, The Adult Protection Committee (APC) completed and published its first Significant Case Review into the care and treatment received by Mr A. The report made a recommendation for improvement in practice. An improvement plan has been developed by the APC to take forward the recommendations within this review and includes, a review current discharge arrangements and communications from inpatient hospital settings to ensure effective co-ordination and communication; arrangements for district nurses to have

Perth & Kinross Council Chief Social Work Officer's Annual Report 2020-21

greater clinical oversight of residents in care settings; a review of how NHS Tayside pressure ulcer policy is implemented within clinical settings; training requirements in relation to protective legislation and issues relating to the deteriorating patient; and specialist input into care settings to ensure person centred care and enhancing knowledge and skills. A multi-agency short life working group has been established to drive the remaining outstanding improvements forward.

The Adult Protection Committee has prepared an annual report for 2020/2021 and updated its improvement plan for 2021/22.

3.2   The Alcohol & Drug Partnership

The Alcohol & Drug Partnership (ADP) is a multi-agency strategic partnership which focuses on the misuse of substances in Perth & Kinross. The ADP is responsible for developing local strategies for tackling, reducing, and preventing problem alcohol and drug use. The ADP also has responsibility for planning and commissioning services to deliver improved outcomes, taking account of local needs. The key priorities for all services which focus on substance misuse are promoting recovery and harm reduction with the overall aim of ensuring a consistent response to Non-Fatal Overdose incidents and drug deaths. To ensure a more joined up approach was taken to offer support to individuals, families and carers during the pandemic, NHS Tayside Substance Misuse Service and Perth & Kinross Council's Drug and Alcohol Social Work Team accelerated a plan to integrate. The new Integrated Drug Alcohol and Recovery Team (IDART) has benefited both individuals, families and carers with a more comprehensive referral process and a single-entry point into partnership services.

Significant adjustments to service delivery were made in response to COVID-19. Among these were: the introduction of telephone drop-in clinics to replace face-to-face drop-in clinics; the provision of additional duty mobile phones which allowed workers to respond to calls from people needing assistance or who were in distress; the delivery of prescribed medication to individuals with long term health conditions who had to self-isolate and/or shield; and postal delivery of naloxone and Injecting Equipment Provision (IEP).

The gradual relaxation of COVID-19 restrictions has enabled an increase in the number of face-to-face contacts with clients in Covid-safe settings such as gardens and public spaces. This has supplemented the continued use of other communication channels to maintain contact through Microsoft Teams and mobile phones which were provided by the ADP.

IDART (Integrated Drugs and Recovery Team) is currently working hard to ensure all people requiring a service are seen in a timely manner, with a continued focus on reducing the number of fatal and non-fatal overdoses. Key performance indicator data for 2020-21 highlights that while there has been an increase in both the number of alcohol and drug treatment referrals (by 12 and 10 people respectively), the percentage of people referred who started treatment and did so within 21 days has remained above target at 95%. However, the service continues to operate with a backlog and at the end of the year 28% of people referred had not yet started treatment and this is acknowledged as an area for improvement.

Services need to offer as many different entry points as possible into recovery and treatment to ensure that those who need support, receive this. Greater awareness of the early signs of substance is a recognised areas for development to support earlier intervention. IDART has recognised the important of working alongside and supporting carers. Over the next year a priority will be to further develop and embed a Whole Family Approach to support whole families affected by drug and alcohol use. A common language and shared approach will be established through techniques such as Motivational Interviewing.

3.3   Mental Health Officers

The Mental Health Officer (MHO) Team delivers a service across Perth and Kinross, as required by the Mental Health (Care and Treatment) (Scotland) Act 2003, and the Adults with Incapacity (Scotland) Act 2000. MHOs are suitably experienced and qualified social workers who complete a Post Graduate award allowing them to operate as autonomous professionals. These social workers are managed within the Health and Social Care Partnership, but the Chief Social Work Officer retains responsibility for professional leadership and standards and has responsibility for annual reaccreditation. This is to avoid any conflict of interest that may arise from this work in relation to decisions and detention of people experiencing mental disorder.

MHOs are aligned to localities with specific MHOs aligned to the Forensic Mental Health Service and the Hospital Discharge Team. In addition to undertaking specific MHO duties, MHOs provide advice and support to HSCP staff in relation to all aspects of mental health and incapacity.

The MHO Team has continued to provide a full service throughout the pandemic, with staff predominantly working from home. The team continued to provide Emergency Duty, responding to requests for MHO assessments both within and out-with normal working hours. The statutory nature of the role, and legislative requirements for face-to-face assessments where possible, meant that MHOs continued to have face-to-face contact with service users throughout the pandemic, utilising PPE and supported by COVID-19 risk assessments which were designed to assist staff working in people's homes and unfamiliar environments. Where conditions meant that there would be insurmountable risk with face-to-face contact, for example, when assessing service users who were shielding, or when there was significant risk of infection, MHOs used alternative methods to ensure that statutory duties were met, for example, use of video technology.

In response to COVID-19, MHOs had to adapt rapidly to new ways of working including increased use of technology to participate in meetings and submit legal reports, and an overnight change to all Mental Health Tribunal hearings being held by teleconference. A significant area of work has been to support service users and their families to adjust to these changes and ensure that they continue to be fully included in legal proceedings. Throughout 2020/21, the MHO Team has continued to provide a full service, as dictated by legislation. Most of the emergency easement measures in relation to mental health services, introduced by the Coronavirus (Scotland) Act 2020, were not enacted and therefore the service continued to operate as required by primary legislation.

The Coronavirus Act introduced an easement to the Adults with Incapacity (Scotland) Act 2000, with a 'Stop the Clock' effect on all welfare guardianships which were in operation between April 2020 and September 2020. This extended the expiry date of all orders by 176 days. This was driven primarily by the fact that courts during this period were only considering new and urgent requests for interim welfare guardianship and therefore existing orders could not be renewed. Since this provision ceased, from October 2020, MHOs have been closely involved in working with colleagues to identify new expiry dates of existing orders and where appropriate supporting with applications for renewal.

The MHO team has continued to deliver a statutory service, meeting legislative requirements for the completion of reports, and lodging of applications.

Detentions peaked in September/October 2020 and started to reduce in November, thereafter, stabilising for the rest of the reporting year (43 in total for October 2020 reducing to 16 in March 2021). Overall, there has been an increase in the number of people detained in Perth City Locality. A service priority is to explore changes in rates to detentions in different Locality areas, generating a clearer understanding of the factors which may influence fluctuations.

Table 3: Number of Emergency and Short-Term Detentions.
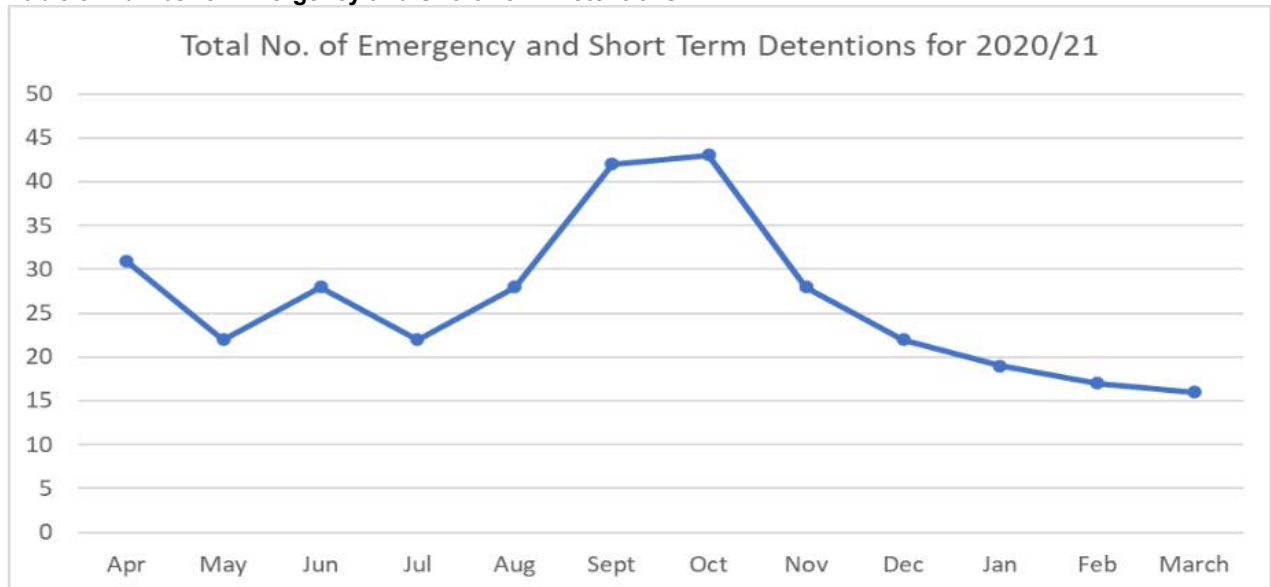
The MHO Team has sustained a high completion rate for Social Circumstances Reports within the legislative timescale of 21 days (98% in 2020/21 compared with 100% in 2019/20, and 99% in 2018/19). These reports provide a valuable tool for understanding events leading to detention and aiding discharge planning.

Over 2020/21, there has been a further decrease in the number of new Welfare Guardianship orders granted (93 in 2020/21, compared to 113 in 2019/2020 and 146 in 2018/19). The Team has continued to respond promptly to all requests from private solicitors for reports to accompany guardianship applications, with reports being completed within statutory timescales, and there are no waiting lists in relation to this.

The team has continued to support successful discharges from hospital where service users lack capacity to make decisions about the support that they require on discharge.

> **Good practice example**
> In May 2021, the Mental Welfare Commission report, *Authority to Discharge: Report into decision making for people in hospital who lack capacity*, reviewed decision-making in local authorities across Scotland in relation to the moving of adults from hospitals to care home placements in situations where they did not have capacity to consent to that move. Perth and Kinross Council practice was found to be lawful and of a high standard with all adults sampled having an appropriate legal authority to authorise their move to a care home.

A priority for 2021/22 is to continue the process of reflecting on the impact of changes to working practices introduced by necessity due to COVID-19 and incorporating new ways of working, for example, the future role of technology in assessments, Tribunals, and other meetings.

It is a legislative requirement that every local authority employs a sufficient number of MHOs to discharge statutory duties. Currently Perth and Kinross Council is well resourced in this respect, however as part of longer-term workforce planning, we will continue to support interested social workers to undertake the MHO training programme and a Scottish Government grant will help to free up staff to access the programme and the selection process is underway for the 2021/2022 intake. Work is ongoing to develop a post-qualification development structure to support newly qualified MHOs to consolidate their learning and thus encourage retention.

3.4   Access Team

The Access Team is the first point of contact for all Adult Social Work and Social Care referrals. The high volume of activity of this team was recognised and the importance of staff being able to continue to work from the ground floor in Pullar House was acknowledged by the Council's Gold Command. During Covid-19 lockdown, processes were amended enabling calls to be handled more efficiently and appropriately, whilst implementing a blended approach of home and office-based working. Additional technology, such as laptops and specialised phones, was purchased to enable this.

A duty rota covering the whole year was implemented which assisted staff to plan their time efficiently whilst ensuring crises situations and Adult Protection concerns were prioritised and responded to timeously. A new duty phone system was put into operation which ensured calls are answered by a social worker. This means callers are speaking directly with the person who can make decisions about what needs to happen when they first phone and avoids the need for a call back.

During 2020/21, 1072 Vulnerable Person Reports (VPRs) were received and screened within 24 hours of receipt. This represented an increase of 10% from the previous year. 45.7% (490) of VPRs received were in relation to Suicidal Ideation or Attempt.

Table 4: Numbers of VPRs and numbers relating to Suicidal Ideation and Attempt
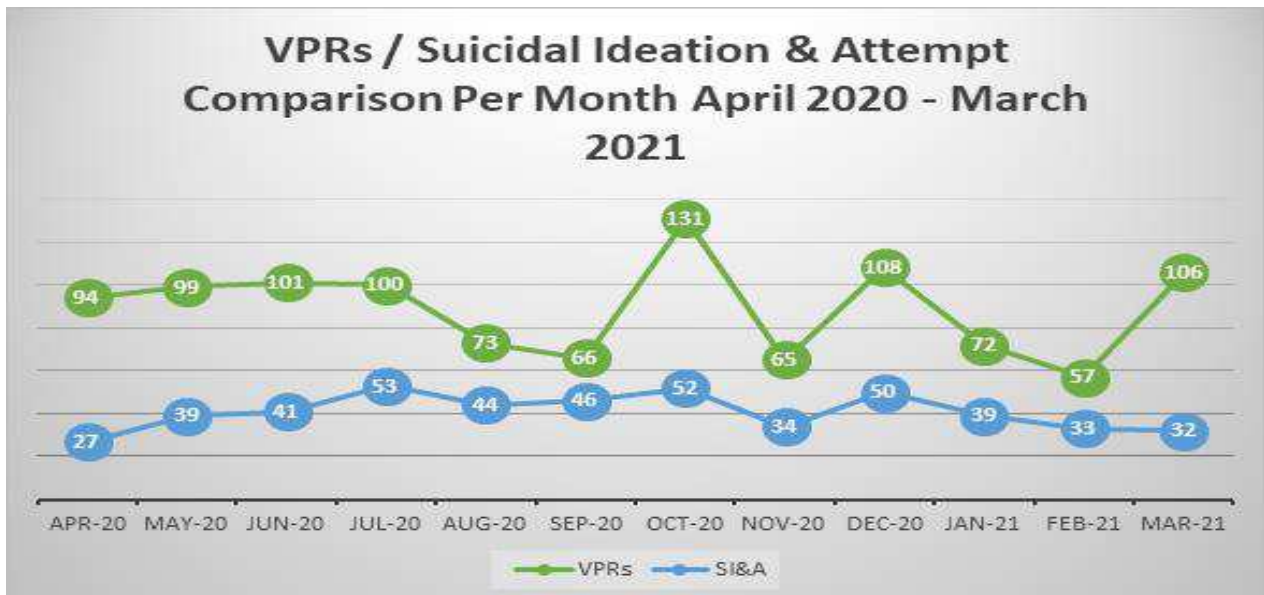
Going forward, a blended approach to home/office working will be adopted on a longer-term basis. This will ensure workers have the same equipment at home as in the office therefore making the service more proficient.

Future steps include the development of a Mental Health Triage Group (MHTG) which will include statutory and Third Sector services. This is to address increasing demand and complexity, establish a multi-agency forum for getting the right help at the right time for people and improve coordination across services.

3.5   Adult Social Work Locality Teams

There are three Adult Social Work Locality Social Work teams in Perth and Kinross, one in each PKHSCP Locality: Perth City, South and North. The teams are generic and provide support to all client groups. They work with individuals with long term and complex care needs who are over the age of 16, their families and carers. The teams undertake a variety of roles including assessments, reviews, and statutory responsibilities in relation to Adults with Incapacity and Adult Support and Protection legislation.

During COVID-19, all locality teams moved from being officed-based within their localities to working from home. This changed working practices, with staff moving from face-to-face visits to providing virtual support as the norm. Face to face visits have been available throughout the pandemic if required.

Locality teams, together with the Access Team, worked to develop a seven-day service to respond to the potential increase in demand on community services due to people being discharged from hospital following COVID-19. This included staff covering weekends to support Out of Hours and Hospital Discharge teams. The service commenced April 2020 and was stood down in mid-June 2020 when it was established that demand could be managed within normal working hours.

Locality teams were involved in the development of the re-tasking of staff to other services such as the Home Assessment Recovery Team, Beechgrove and Parkdale Care Homes and the Carer Sitting Service.

Locality teams continued to respond to Adult Support and Protection, with protocols put in place to undertake investigations within care homes as well as in private homes. A robust home visiting guidance was developed in conjunction with home visiting risk assessments and Public Health guidance to ensure staff, clients and carers were kept safe.

Locality teams have worked closely with the wider multi-disciplinary team, including nurses, Allied Health Professionals (AHPs) and GPs, in their locality to support people to remain at home. This has included the continued roll out of LInCS (Locality Integrated Care Service) which provides rapid, multi-disciplinary support to older people who have deteriorated and are at risk of admission to hospital or a care home.

As well as supporting people in the community during the pandemic, the Locality teams have also supported people in care homes including reviewing every care home resident.

Virtual meetings have enabled staff to be more productive with a reduction in time lost with travelling to meetings, especially for those teams who are more rural. This way of working will continue and be part of working practices moving forward.

Locality teams have now resumed face to face visits where the level of risk is not high. Virtual support is still provided where appropriate. All re-tasked staff have now returned to their substantive teams. Most staff continue to work from home for some of the time, but office working is available to workers requiring it for specific roles, such as duty work, or for issues relating to their wellbeing.

Table 5 shows the number of assessments completed in 2020/21 compared to the previous four years. This was lower than previous years and a reduction of 16.5% compared to 2019/20. This reflects the drop in referrals during the early stages of the pandemic. Referral rates are now back at pre pandemic levels, and it is expected that the number will rise to at least previous levels in 2021/22.

Table 5: the number of assessments completed by the Access Team

Year	2016/17	2017/18	2018/19	2019/20	2020/21
Number of assessments completed	7,232	6,909	6,873	6,930	5,784

Table 6 shows the percentage of over 65s living at home has increased slightly (0.4% compared to the previous year). It is therefore not the case that the reduction is assessments has not led to increased admissions to institutional care.

Table 6: the percentage of over 65s living at home

Year	2016/17	2017/18	2018/19	2019/20	2020/21
% Over 65s who live at home	97.4%	97.8%	97.8%	97.5%	97.9%

3.6   Home Assessment and Recovery Team (HART)

The Home Assessment Recovery Team (HART) was created to support capacity and flow from hospital to home by intervening at an early stage of a person's recovery journey. The team provides Social Care Officers to support people in their own homes to optimise their independence.

HART has continued to provide face to face support throughout the pandemic. This service has played an integral role in maintaining people in their own homes and supporting people to return home timeously from hospital. The service had to ensure capacity and plans were in place to respond to any surge in requests whilst factoring in winter planning and moving into a renewal and recovery phase. These measures included:

- A Matching Unit so staff from other services could be trained and redeployed into the team;
- Recruitment of additional Reablement staff;
- Implementation of total mobile solutions to improve efficiency;
- Physical activity plan with Paths for All to increase activity for clients receiving support from HART;
- Health and wellbeing support for all staff;
- Investment in career pathways with additional senior Reablement Assistant posts created; and
- Improved links with commissioned Care at Home services to ensure flow through HART.

During the last quarter of 2021, referrals increased by 33.8% compared to the same period in the previous year (534 compared to 399 in 2019/2020). During 2021, referrals increased by 17.6% overall compared to 2019/20 (1928 compared to 1640 in 2019/20). The focus on increasing physical activity is a priority for the service and ensuring the client group can increase their strength and balance is critical.

Although the service was able to recruit throughout the pandemic, recruitment remains an ongoing challenge. Funding has now been secured for a digital marketing graduate to focus on positive social care media messages to aid recruitment and retention.

The service will also develop an automated scheduling system to improve consistency of carer and improve outcomes for both clients and staff.

3.7   Hospital Discharge Team

The Hospital Discharge Team (HDT) provides Social Work support to ensure the safe and timely discharge of people from hospital. The team provides discharge planning support across all inpatient services to support the discharge of Perth and Kinross residents.

The team has been under considerable pressure during the pandemic to help maintain capacity in the hospitals whilst ensuring people were supported to return home timeously, with appropriate support and in accordance with legislation and social work values.
It was recognised that more assessment capacity was needed. Administrative support was provided to the team via re-tasking from other services. This enabled social workers to

focus on meeting statutory requirements. At the height of the pandemic delayed discharges reduced significantly from a daily figure of 50 in Feb 2020 to 8 by April 2020 with length of delay (represented by bed days lost) also dropping during the same period.

Social Workers in HDT work closely with health professionals in the Integrated Discharge Hub to ensure health and social care supports are coordinated and a seamless service is provided for people returning home from hospital. This helps reduce duplication and enables the Social Workers to focus on supporting the most complex patients, for example people who lack capacity to make informed decisions about their welfare or if there are Adult Protection issues or complex family dynamics

Table 7: Number of delayed discharged per month
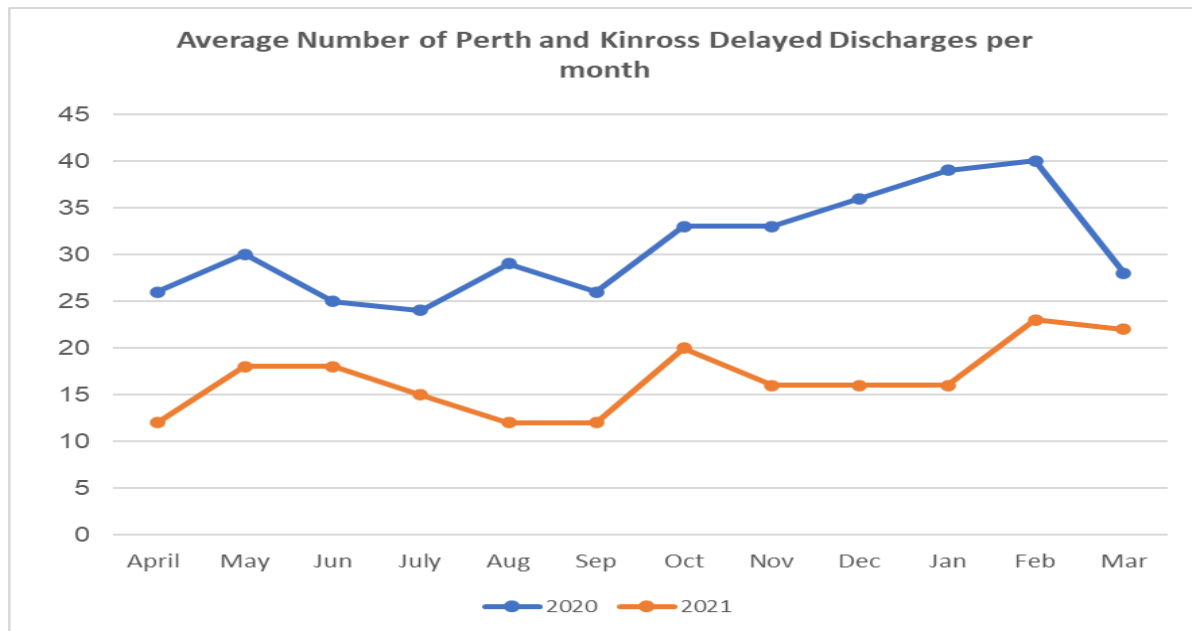
Adults with Incapacity (AWI) Case Conferences were arranged timeously to reduce delays for people requiring Welfare Guardianship prior to discharge. The use of S13ZA AWI Act ensured discharges remained legally competent.

The process of integrating the Social Work HDT with the Discharge Hub will continue. A single referral pathway is already in place and further joint working processes are being developed. This includes working with the wider multi-disciplinary teams on the wards.

Feedback from Service User:

"I want to say a heartfelt thank you for everything that you have done. I appreciate you as a consummate professional with a light touch of humour, who regularly went above and beyond the call of duty. In difficult circumstances, you were always patient, kind, compassionate, respectful, and resourceful, displaying grit and grace under pressure.

There are so many actions that I appreciate, including, to name but a few:
    - taking time to get to know M
    - having the integrity to provide me with clear and consistent information on current condition.
    - putting thought and effort into personally packing the possessions you thought important to M.

In a world of caring professionals, you are exceptional".

3.8   Self-Directed Support (SDS)

The Social Care (Self-directed Support) (Scotland) Act 2013 ensures that people who are eligible for social care support get greater choice and control over how they receive services. This means care services can be 'personalised' to individual needs and wishes. The number of people using SDS options 1 and 2 increased between 2016/17 to 2019/20 by 10.9%. 2020/21 figures are comparable (reduced slightly) compared to the previous year this could be as a result of COVID-19 restrictions impacting on availability of services.

An essential element of the Self-Directed Support (SDS) approach is to work proactively with local communities to develop a diverse range of both formal and informal supports to enable people to live at home and to broaden the way in which SDS is used.

In the rural areas of Perth and Kinross there has been an ongoing challenge in being able to deliver flexible Care at Home support through the SDS options. To address this, a range of stakeholders (communities, local providers, third sector, social enterprises, and staff) came together to discuss how to address the current challenges. These virtual discussions have been exploring different innovative models which could create new partnerships to deliver care at home support. The diverse nature of the people involved has created some new and significant developments.

More people are benefiting from independent support to ensure people have what they need to make informed choices about their social care and Self-Directed Support and the Community Brokerage service has been expanded. Community Capacity Building has supported the development of innovative community led approaches like the 'Care and Wellbeing Community Interest Company', 'We Care-Rannoch' and 'Gien a Haund' in Dunkeld. Investing in Community Capacity Building to enable local solutions has built a broad range of stakeholders who are interested in co-producing delivery of support.

During the Covid pandemic, there have been many examples of local people coming forward to offer their help. For example, in the small rural communities around Aberfeldy an organisation called Feldy-Roo was established to link local businesses unable to operate during lockdown and local volunteers. The organisation has just delivered their 50000th meal to the elderly and vulnerable in the area https://www.facebook.com/FeldyRoo.

Perth and Kinross has around 340 adults and children in receipt of a Direct Payment and Pre-Payment Cards will be operational by mid-2022.

Table 8: Number of people using SDS options 1 and 2 as a percentage of all people using SDS.

	2016/17	2017/18	2018/19	2019/20	2020/21
No. of people using SDS options 1 and 2 as a %age of all people using SDS	14.7%	19.1%	23.6%	25.6%	25.0%

3.9   SDS for Children and Young Families

In Services for Children, Young People and Families, SDS is part of the Getting It Right For Every Child (GIRFEC) approach and staff are encouraged to be creative about how they work with families and achieve 'personalisation' for families in a wide range of circumstances. The use of SDS has continued to grow as a means to promote choice and autonomy for children and their families.

In Control Scotland helped social work staff to identify gaps in their knowledge base and training sessions have been provided to help workers build a fuller understanding of SDS. The use of SDS continues to grow however, a survey of parents carried out in August 2020, identified the need to improve information for parent/carers. An online information day and website and documentation is under development. The majority of families opt to use Option 1 for both short breaks and essential care. They employ personal carers, take up Out of School Care or employ a cleaner to help with household tasks.

During COVID restrictions, the majority of SDS funding has been requested to try to improve the home circumstances and home experiences for children. Given the 'Stay at Home' COVID rule, this is seen to be an entirely appropriate use of SDS funding.

The situation created by Covid 19 enabled and promoted really creative thinking about alternative ways to support families, some examples of this are:

- funding to landscape a garden so that a young person could safely access the space on his own
- a specialist bike was purchased to enable a family to take their disabled son with them when they go out on bike rides
- garden equipment such as garden furniture, safety and play equipment for the children so they could enjoy time together in the garden as a family
- laptops and internet access

3.10   Social Prescribing

Social Prescribers help people to link with appropriate community-based groups and activities which will promote their health and wellbeing. There are six social prescribers: two in each of the three Health and Social Care Partnership localities. Social Prescribers are aligned to GP practices and people can self-refer or be referred by professionals such as GPs, Community Nurses and Social Workers.

Most of the referrals for the Social Prescribers are made by Social Workers and Allied Health Professionals (AHPs), with self-referrals and third sector being the second most frequent source, followed by GPs. The vast majority of referrals arise from a request to alleviate anxiety and social isolation. People also seek support as a result of depression and a need for emotional support.

As a result of the COVID-19 restrictions face to face visits and community drop-ins had to be suspended. Telephone and video calls, email communication and face to face visits outside were all used as effective means of supporting people.

The Social Prescribers have worked together to increase the level of outdoor activities and online communities, engaging individuals in walking groups and signposting to local services. These include Men's Sheds, Andy's Mans club, Move Ahead, Perthshire Welfare Society, Welfare Rights, PKAVS, local Foodbanks, Live Active and Perth Stronger Communities.

The Social Prescribers also undertook daily awareness raising sessions to explain their role and the benefits of the service. These sessions helped in building collaborative working relationships with fellow professionals and increased knowledge of local resources. On average Social Prescribers receive between 6 to 10 referrals per week. The referral rate is increasing as the demand for Social Prescribing increases with restrictions easing. With GP surgery services resumed, Social Prescribers have been working jointly with Practices to focus on early intervention and prevention. Social Prescribers have been able

to base themselves at Community Campuses and local hubs. Referrals around suicide prevention, transgender and trauma are becoming more common and sign posting to services such as the Lighthouse, The Neuk, Mindspace, Broke Not Broken counselling, mental health teams and Move Ahead have proven crucial in supporting wellbeing.

The Dementia and Health and Wellbeing Cafés in Perth City have recommenced and a Carers' Peer Support Group covering Highland Perth and Kinross has also been developed as a support for carers.
Over the next year, Nature/Green Prescribing which involves gardening, peer support and accessing outdoor spaces will be expanded.

3.11   Criminal Justice Social Work Services

Since lockdown in March 2020, there have been restrictions on Court and Throughcare and early releases from prisons.

Perth Sheriff Court (PSC) was initially closed, and 10 Hub Courts were established. The activity pertaining to Perth and Kinross was diverted to Dundee Sheriff Court (DSC). These arrangements worked well for the population of Perth and Kinross due to good liaison and partnership working. Following the relaxation of initial restrictions and the inception of Phase 2 in early autumn last year, PSC again opened – albeit on a limited basis – for routine business. Since the start of 2021 and the introduction of enhanced restrictions under Tier 4+, the Court has revised their operation and are primarily focusing on more serious cases. However, this has not reduced the report requests for CJSW during January and February 2021.

Social workers and criminal justice assistants have continued contact with clients via telephone and where appropriate utilising technology (MS Teams) as opposed to face to face contact. However, since the increased restrictions at the start of 2021, it has necessitated social workers to increase their use of technology options to engage with clients particularly those who require to attend St Martins House for their first report interview. These client groups include:

1. domestic violence perpetrators
2. high risk of harm and re-offending
3. people being released from prison
4. MAPPA clients in the community
5. vulnerable clients

A system was put in place for organising "virtual appointments" with certain clients who did not have access to video calls at home or where that might not have been appropriate e.g., in the case of domestic offenders. The "virtual appointments" were facilitated by a worker based in St Martins House who would show the client into an interview room with a laptop already connected to the worker at home, or multiple workers in some cases. This system ensured that workers did not need to come into the office to have direct face to face appointments.

Social workers have continued to undertake face to face contact wearing appropriate PPE where direct contact with clients is necessary.

In April 2020, the Cabinet Secretary for Justice announced that several short-term prisoners (STPs) nearing the end of their sentence in custody were to be released early. This was designed to help tackle the (COVID) outbreak and the pressures on SPS resources. This took place from May until July 2020 and in total Perth and Kinross had 13 people who were subject to early release. The process to manage these individuals was already established through the Hub at St Martins House which included Police colleagues and the Safer

Communities Team who worked closely in partnership with other justice stakeholders including housing colleagues and the Scottish Prison Service.

Unpaid Work (UPW) was suspended in line with national policy in April 2020. Initially project supervisors were placed on the re-deployment list and utilised for some emergency painting and repair work for vulnerable people. Developmental work continued and UPW management staff subsequently procured a Telehandler to add to their Forklift training capability. As part of the development work, the Westbank site is now also an authorised provider of training for the DWP and has attained a training budget through the European Social Fund to provide opportunities such as Skills Academies and RTITB (Road Traffic Industry Training Board) training. In addition, staff have developed a course in basic car mechanics funded by a grant from the Lintel Trust and CJS Section 27 Grant.

UPW staff returned on site at the end of June 2020 and operations recommenced in early July. This was incremental and in accordance with SG guidelines allowing for a staged approach to test these arrangements on-site and to build staff and client confidence. During this period management developed a project with Community Greenspace and Beautiful Perth to attend to areas of graffiti and other deterioration in the city centre.

There was a subsequent increase in UPW Requirements however as restrictions remained in place regarding, e.g., social distancing, it was not possible to return to pre-COVID service delivery. In December 2020, the SG announced the provision of funding to assist local authorities to address the backlog of UPW hours which was to be administered via the third sector. The allocation for Perth and Kinross of £15,000 was used to build on the existing partnership with St Johnstone Community Trust (Saints in the Community). This was a collaborative enterprise where a community project was established to provide outdoor furniture for schools, community centres, care homes etc.

Since the introduction of the increased restrictions in early 2021, the UPW team have continued to operate and utilise the opportunities at Westbank and in essence, it has not changed operational service delivery during these restricted times.

The information below provides highlight information on CJSW COVID related statistics include a comparison for the same time period for 2018/19 and 2019/20.

The most significant change in the performance indicators is the drop in Orders, e.g., CPOs are down from 322 in 2018/19, 347 in 2019/20 to 142 in 2020/21.

There was a significant downturn in report numbers in the early months of 2020, from our 2019 monthly average of 77 reports a month to 10 reports in June 2020, with those mostly for outside Courts and the Parole Board, however from September 2020, as the Court opened our numbers increased to an average of 57 reports a month. At the Court's request, a substantial effort was made to submit all reports a week early, to allow the Court to establish how much time to schedule in Court for each case.

Table 9: Percentage of CJSW reports submitted to Court on time.

Percentage of Criminal Justice Social Work Reports (CJSWR) submitted to court on time
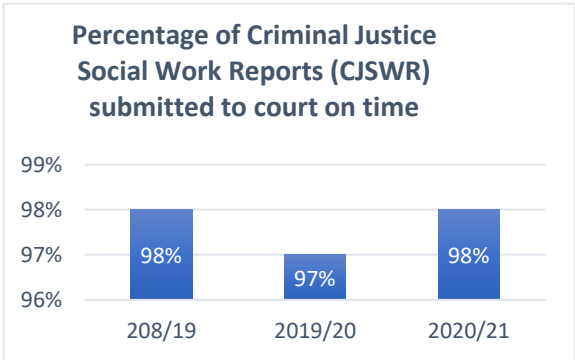
In 2020/21, 361 out of 368 Criminal Justice Social Work reports were submitted to court by 12pm the day before the case was due to heard as per Criminal Justice Social Work National Standards. 7 reports were submitted after 12pm, but all 36were submitted before 4pm on the day before court.

The number of reports required by the Court reduced by 49% when compared with the previous year. This is a direct result of the COVID-19 situation which resulted in the closure of Perth Sheriff Court and the suspension of a significant amount of court business nationally during the initial stages of the pandemic.

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Table 10: Number of new Community Payback Orders

Number of new Community Payback Orders

322	347	142
208/19	2019/20	2020/21
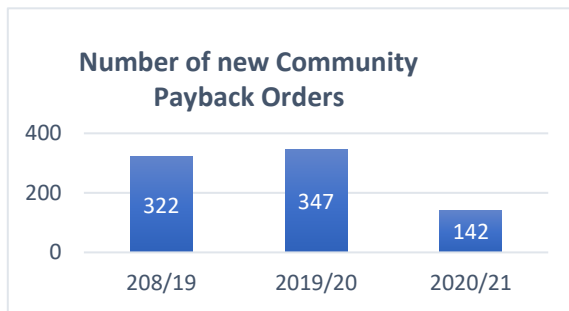
When compared with the previous year, this is a decrease of 59%. This is a direct result of the COVID-19 situation which resulted in the closure of Perth Sheriff Court and the suspension of a significant amount of court business nationally during the initial stages of the pandemic.

Percentage of Community Payback Order clients with improving outcomes is usually presented in this report, however, the downturn in new CPOs, coupled with a move by social work staff to telephone contact with clients has resulted in a lack of meaningful questionnaire data being collated during 2020/21.

Table 11: The number of job requests for the unpaid work team.

Number of job requests for the unpaid work team

380	355	72
208/19	2019/20	2020/21
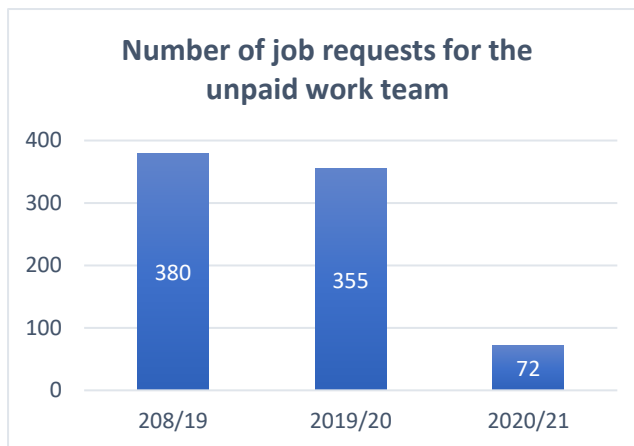
72 requests were made to the Unpaid Work (UPW) in 2020-21. This is 80% below the figure for the previous year. Unpaid work was suspended during the first Quarter of 2020-21 and the referral process was suspended. A limited amount of work commenced in Quarter 2 and continued into Quarter 3. However, this was subject to COVID-19 restrictions meaning that only certain types of jobs could be undertaken and with a limited number of UPW clients.

Table 12: Average weekly hours worked to complete unpaid work requirements (UPW).

Average weekly hours worked by clients to complete the unpaid work requirement of Community Payback Orders

	208/19	2019/20	2020/21
Level 1 (up to 100 hours)	4.8	4.6	2.1
Level 2 (101 up to 300 hours)	6.4	6.2	2.4
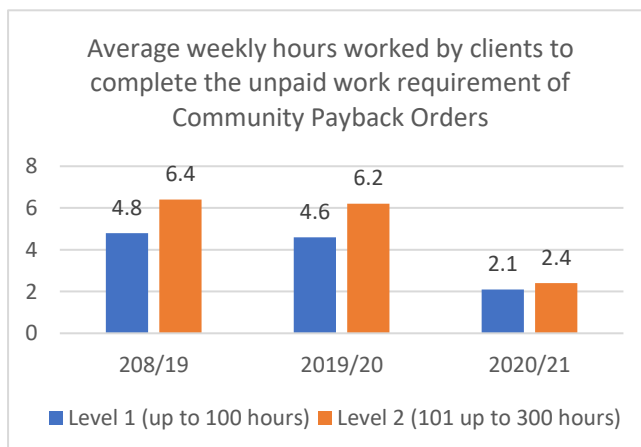
Unpaid work was suspended during the first Quarter of 2020-21 and no Unpaid Work Requirements were completed in Quarter 1. Unpaid Work restarted in a limited form during Quarters 2 and 3, during which only 21 Requirements were able to be completed. Work was suspended again throughout the whole of Quarter 4, however 24 UPW Requirements were completed as a result of the Scottish Government's decision to reduce the number of outstanding hours by 35% for certain categories of offences. All current Unpaid Work Requirements have been extended by 12 months following the implementation of the Coronavirus Act 2020 in order to afford more time for completion.

2020-21 was a significant and challenging year for the Unpaid Work Team in Perth and Kinross. The Westbank Project is the ESF (European Social Fund) funded, training scheme based at Westbank House, Perth with workshops and a large allotment. Our vision is to create a widely used therapeutic and training space which is shared by a cross-section of client groups as well as offenders. This inclusive space and mixing with, and helping other groups, benefits our clients and has a restorative effect. We believe strongly in the principle of Payback to all our communities and the Unpaid Work Team support communities and community groups across the Local Authority area.

19

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In March 2020 unpaid work was suspended until July 2020 in accordance with government guidance. This has had a significant impact on the reporting of performance against agreed indicators.

Community Payback Team clients working on the potato field *(pictured, left),* working in the polytunnel growing tomatoes, peppers, and chillies this year as well as strimming the general growth around the site.

Community Payback clients also started working on jobs outside, in limited numbers and jobs have been taking much longer than normal.

A large painting project in Blair Atholl - at the Country Life Museum was completed *(pictured right)*

The Community Payback Team also built a large polytunnel for the Community Farm.
This will extend the growing season and also created positive partnership working.

Table 13: Throughcare Orders
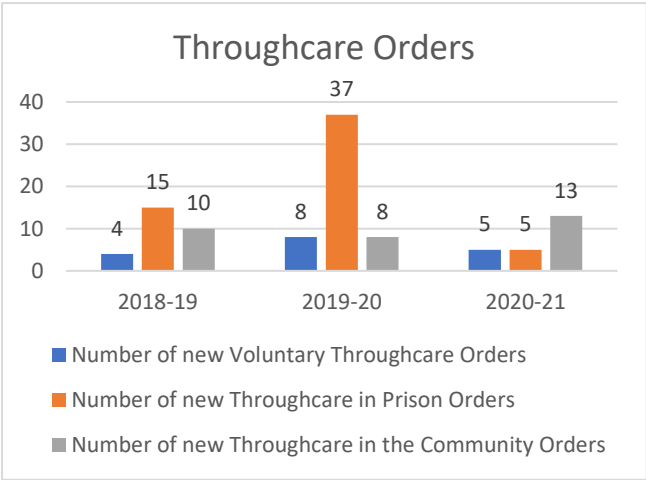
There was an unusually high number of new Throughcare in Prison Orders in recorded in 2019/20. The data for 2020/21 shows some considerable differences as a direct result of impact of the pandemic.

Criminal Justice Social Work (CJSW) offers Bail Supervision in partnership with Services for Young People to those aged from 16 to 26 years old. This service compliments and dovetails with Structured Deferred Sentence (Right Track) which supports young people entering the justice system. As the focus is on reducing re-offending and changing behaviours, it is effective in providing Sheriffs with the evidence of a young person's compliance should the Sheriff be considering a Community Payback Order. In an effort to build on the present Bail Supervision service and expand the options available to the Courts, CJS will be expanding the service to those aged 26 and over. By extending this opportunity to a wider age group and acknowledging the complex nature and compliance challenges it is offering the Court a tested alternative to remand and thereby increasing the available disposal options. This will have a positive impact for families, children and the individual who has the opportunity and lessens the opportunity to fracture family and social and economic relationships.

Quote from the Bail Supervision worker "*I think my biggest success has been that the project has not failed and totally shut down through Covid. It was only a year old and still in its infancy prior to the first lockdown and it came to a halt. I have worked hard with CJS, Court and solicitors to keep communication going and offer support to potential individuals meeting the requirements for Bail Supervision*".

Perth Court reduced their business for the duration of this first Covid lock down and Court business including custodies were redirected to Dundee Sheriff Court. This had a detrimental impact on the relationship with Defence Agents and ultimately affected the ability to ensure Bail Supervision was universally available.

In addition, there was also confusion around Court dates and location which exacerbated difficulties for young people. Staff worked – Covid restrictions permitting and out-with office hours – to ensure the young people were supported. Over the last year, the service has continued support for all young people on Bail Supervision and restrictions permitting, there have been opportunities for face-to-face with intensive support. Planned liaison with HMP / YOI Polmont has established a positive working relationship and linked to the Promise the service, in partnership has been able to offer young people a more robust community-based alternative to a Remand sentence.

A "Whole System's Approach Review" was completed in partnership with Criminal Justice and REACH. The outcome was fed back to Children and Young People's Centre for Justice (CYCJ) and Scottish Government.

Table 14: Bail Supervision numbers
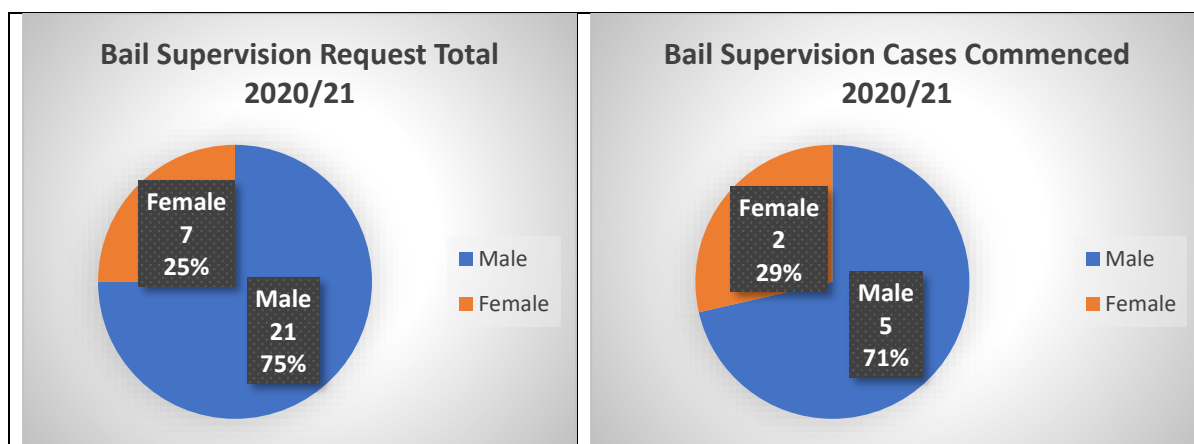
- 28 young people under 26 years through custody
- 7 young people given Bail Supervision Order
- 2 were arrested during the period of Bail and released back on Bail Supervision
- 1 successful completion, remaining open to Services for Young People

The Prison Based Social Work (PBSW) Team at HMP Perth has managed 268 statutory cases with and supported 29 Integrated Case Management Meetings and averages 14 Parole Reports and associated risk assessments per month. The Team has continued to meet statutory deadlines and to provide high quality reports despite the considerable challenges posed by Covid restrictions.

In view of the significant increase in the workload over the past 10 years, an initial business case for funding for an additional social worker has been submitted to the Scottish Prison Service. This is to reflect the introduction of risk assessment processes and tools and further changes which will mean the PBSW in Perth will be required to complete Risk Management Plans for all ROSHs prior to progression. In addition, there has been a

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marked increase in oral hearings, short term sex offender licences, Order for Lifelong Restriction cases and people in custody with complex mental and physical health and care needs, which is reflected by an aging prison population.

The Team have also been working in conjunction with HMP Inverness and Highland CJSW since 2020, to revise and develop Quality Assurance tools, Team Plans, Service Improvement Plans and Induction Packs and to benchmark processes. The templates have integrated elements of recent research, national standards, and Parole Board/SPS MOU documents to review and update tools for assessing quality of reports, input into ICMs etc. and stakeholder surveys with a view to improving our service. Through ongoing consultation with the Parole Board, it is proposed to undertake a pilot over a twelve-month period in HMP Perth, HMP Castle Huntly and HMP Inverness with the aim of joint QA/shared learning sessions between the authorities.

HMP Castle Huntly is Scotland's only 'open' prison which provides an opportunity for testing individuals who may present the greatest risk of reoffending and or harm to society. The Prison Based Social Work Team at HMP Castle Huntly has continued to support colleagues, partners, and clients over the past 12 months, despite the difficulties presented by the Covid-19 pandemic. Whilst it has presented challenges it has also provided opportunities to embed new ways of working – the most obvious of which has been the development of remote working, which was unheard of for prison-based staff prior to Covid-19. Prison based staff work with 'statutory' prisoners, (individuals who will be released on some form of supervision in the community). The social work team has contributed to multi-agency and inter-agency risk management meetings, and prepared risk assessments and reports for Integrated Case Management meetings, Risk Management Team meetings and the Parole Board. In April 2021, there were 239 individuals in HMP Castle Huntly. In the last year, the Castle Huntly social work team have been trained in delivering the Caledonian Project pre-group work sessions, and a Pilot of the project was completed at HMP Castle Huntly, the first piece of accredited Intimate Partner Violence intervention work to take place within custody. This was done in conjunction with Community Justice Scotland and Scottish Prison Service.

With the project incorporating a combination of cognitive-behavioural psychology, personal construct psychology, person-centred counselling, and motivational interviewing, ultimately with the aim of supporting clients to understand, manage and change their behaviour, these sessions gave team members an opportunity to both develop their practice and experience taking a different approach to working with clients. Upon completion of the Pilot, a final report was compiled, and the team members involved are currently participating in an evaluation of the Pilot, carried out by Community Justice Scotland.

One of the most pressing issues for the team has been a significant increase in the requests for prison based Social Worker attendance at Oral Hearings from the Parole Board. Over the past year (until April 2021), prison-based staff have received 56 citations to attend Oral Hearings.

Following on from the successes of delivering a gender specific service for women at OWLS (One-Stop Women's Learning Service), the Public Protection Team have designed an exciting new project specifically for men open to Criminal Justice Services. The project now called EVOLVE, works with men in a trauma informed manner, using a combination of intensive one to one work, and a focussed programme of group work which will include activities designed to increase positive life chances and pro-social decision making for males who offend, to help them find purpose, improve their wellbeing, and rebuild relationships within their communities and families.

Based at Anchor House's Neuk project, is helping men find new, positive identities, and relationships. The environment is more trauma informed than traditional Criminal Justice settings. The project began actively working with men in October 2020 and although COVID restrictions have limited the groupwork element, one to one work has continued.

Staff have spent the lock down developing a groupwork modular programme focussing on problem solving, emotional regulation, and relationship skills, as well as the cycle of change and managing addictions. Feedback from the men has also led to the inclusion of modules on fatherhood, engaging with education, as well as some work less traditionally found in community Criminal Justice work, such as art and music therapy, healthy outdoor activities, and diet.

During the COVID-19 Pandemic, the One-Stop Women's Learning Service (OWLS) adapted to deliver the same quality and level of support using new ways of working. All clients continued to receive support specific to their needs and risk. This was through face-to-face meetings, home visits, telephone calls and virtual meetings. OWLS staff responded to all support needs on an individual needs-led basis and delivered support in line with the National Guidance.

Staff completed Trauma Informed Training to enhance existing skills and in support of relationship-based practice. The prevalence and impact of trauma on people involved in the justice system is high, and this training has strengthened understanding of trauma-informed practice and policy and built a trauma-informed approach into long-term recovery, renewal, and transformation for OWLS clients.

In recognition of the isolation some clients experienced, OWLS used 'Motivational Messages' by text twice week. The telephone and text support was recognised by almost all of our clients to have worked well. The messages were all carefully selected to be uplifting and translate hope but also recognise the unusual and worrying times we all found ourselves in. Some of the messages are:- '*Remember you are all unique and strong women, and every journey begins with a single step*'; '*If you don't like something change it. If you can't change it, change the way you think about it*'.

Recognising the power of peer support, women were also encouraged to share any favourite messages they had. These messages were then disseminated: '*Everyone is on a journey of their own, just try to take life day by day as you don't know what happiness will come your way…happiness can come at unexpected times*' and '*Be strong because things will get better. It may be stormy now, but it never rains forever*' and also *"Hey you today might be a hard day but just remember you have survived all the hard days before and you can survive today too"*. We often received responses such as '*Good one*' and '*These messages "actually make my day"*', and *"keep these coming they are so uplifting"*. Sometimes women found themselves isolated, with little or no support and in order to reduce risks of going out, food was collected from Food Banks and delivered to their homes by OWLS staff. One woman, LZ, who had used such a service, decided she would like to give back by means of volunteering with a Foodbank. OWLS staff provided coaching around how she could use her lived life experience regarding using this service, and the importance of how staff had welcomed her and made her feel. LZ contacted a Foodbank in her area, started to Volunteer in a rural Foodbank and went on to gain part time paid work there, thus creating an opportunity out of a crisis.

OWLS worked with Welfare Rights, Connecting Scotland, TCA, and Housing to secure 6 iPads. These have benefited women to access self-help work sheets, courses, improve their IT skills, and enhance their knowledge on using new technology. Women will also use them to help with Peer Mentor Training which will be commencing later this year.

For the second year OWLS raised funds for MacMillan Cancer Coffee morning. Due to the Covid-19 restrictions, a cake stall was arranged outside St John's Shopping Centre. This was very successful, colleagues, and members of the public were very generous with their purchases and donations and OWLS raised over £500 for MacMillan Cancer, beating our 2019 amount by £200!

As Christmas 2020 was so different for many we still endeavoured to reach out, seek donations. The "Neuk", showed great partnership working by providing us with some

additional items. We managed to provide a well-presented small Christmas gift to our women, for which their thanks and gratitude was overwhelming.

> **Feedback from Tayside Council on Alcohol re OWLS**
> *"…we have developed a very good working relationship over the years which has resulted in us being able to deliver a seamless service to clients who have required support of both services"*
>
> **Feedback from Barnardo's Tayside Domestic Abuse Service re OWLS**
> *"I have worked for the Barnardo's Tayside Domestic Abuse Service since January 2021. During this time OWLS have demonstrated great partnership working by being supportive and collaborative with their approach towards myself. They have extended invitations to their team meetings where they share their knowledge of services and resources within Perth. They have also offered space and time in their facilities for mutual service users whilst promoting safe and healthy practice. The team have always offered advice, help and support in helping develop the TDAS service within Perth."*
> *"…the OWLS worker and I have worked as a team...we have supported a woman who has suffered from domestic abuse for over 2 decades. We have worked alongside one another, discussed the complexities and needs of the case and managed to develop an action plan to support this woman. We have so completed actions that have allowed this individual to access her own funds, she agreed to support for substance misuse and she has started to do the work in understanding the dynamics and impacts of domestic abuse".*

3.12 Child Protection

From March 2020, the COVID-19 pandemic and subsequent restrictions required staff to quickly change and adapt to new ways of working. The Council identified child protection as an essential service and staff were supported to continue to deliver key child protection processes with the support of new practice guidance and technologies.

Key data was collected as requested by Scottish Government, CoSLA and SOLACE which were selected for their significance, in identifying the impact of the COVID-19 pandemic on children and young people at risk. This data was reported weekly to Education and Children's Services Management Team, the Council's Gold Command and the Public Protection Chief Officers Group ensuring that there was close monitoring of any changes that may impact on the effectiveness of the Council's response to children and young people at risk.

This data was incorporated into the CPC data set and outlined in the annual Standards and Quality report. Headline data for the academic year 1 August 2020 – 31 July 2021 and, where possible, compared with previous years is presented below.

Table 15: Child Concern Reports (CCRs)

The total number of Child Concern Reports (CCRs) shows a continued, longitudinal increase over the last five years; whilst the number of children and young people subject to a CCR has risen more slowly over the last two years. Many of these CCRs relate to concerns which are both multiple and complex in their nature. There can be multiple or repeated concerns about the same child or young person. CCRs are all subject to multi-agency screening arrangements led by the Child Protection Duty Team and shared proportionately with partners.

Following multi-agency screening arrangements there are a number of possible outcomes. Where the child or young person is known to social work services, the CCR is shared with the Lead Professional (almost always the social worker) for further investigation, assessment and follow-up; or for single or multi-agency assessment and support; or referral to The Reporter (Scottish Children's Reporter Administration – SCRA) for compulsory measures of supervision; or referral to a Third Sector organisation for help and support. CCRs which relate to child protection are immediately fast-tracked for an Inter-Agency Referral Discussion (IRD).
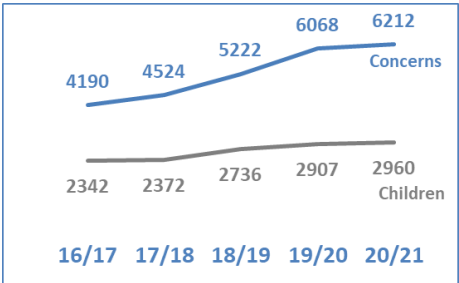
Table 16: Child Concern Reports by Age

The number of children and young people with a CCR in each age group has remained relatively steady; with the number in the 5-10 and 11-15 age groups being the largest. Whilst some of the age groups are either levelling out or reducing, of particular note is the children and young people in the 11-15 age group, which continues to increase and feature more prominently.
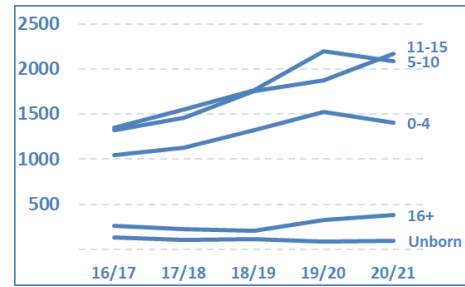
Table 17: Child Concern Reports by Source

The main source of CCRs continues to be Police Scotland, followed by Education Services and Health Services: these three sources account for over 80% of all CCRs. The number of CCRs submitted by Police Scotland has been continually increasing over the last 5 years although this has slowed in the last year. This is potentially a consequence of the COVID-19 pandemic lockdown measures, which resulted in a reduced visibility of children and young people. CCRs have continued to be submitted and of particular note is the increasing numbers of CCRs being submitting from Education.
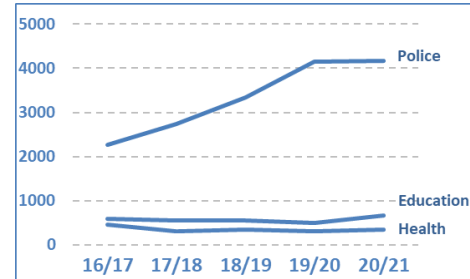
Monthly analysis has shown that after the COVID-19 related lockdown periods and schools having closed (resulting in home-learning) and then re-opened, there has been identifiable surges in the numbers of CCRs being submitted during some months. CCRs relate to a wide range of child welfare, child care and protection concerns and are all subject to multi-agency screening. Overall, 39% of all CCRs relate to the Trio of Risks (Domestic Abuse 24%; Parental Mental Ill-Health 9%; Problematic Alcohol and Drug Use 6%).

Table 18: Child Concern Reports (CCRs) – Domestic Abuse

The total number of Child Concern Reports (CCRs) where Domestic Abuse was an initial feature, has continued to show quite a lot of variation from week to week, but overall has remained relatively steady. Local services and agencies have been alert to this level of demand, which has been monitored by local partnership working arrangements.
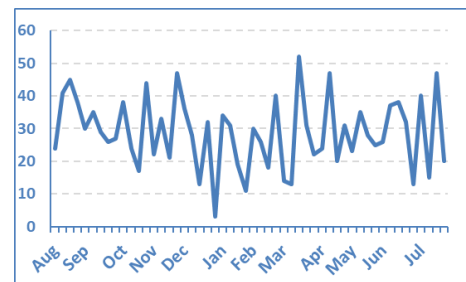
Table 19: Inter-Agency Referral Discussions (IRDs)

The number of children and young people subject to Inter-Agency Referral Discussions (IRDs) continues to rise year-on-year and the number of discussions taking place (which may involve more than one child) also shows a long-term upward trend. This is considered to be positive practice position. Following an IRD there are a number of possible outcomes, including the need for a joint child protection investigation (social work and police); a joint investigative interview (social work and police); a medical examination; referral to SCRA; further emergency legal measures and orders, or a single agency intervention and support.

IRDs are recognised as good multi-agency working practice and may be repeated a number of times for the same child or young person. Locally, a signficant amount of improvement work has taken place in relation to IRDs and will continue to take place, to ensure our IRDs are robust and our safety planning is effective.

Our established approach to IRDs is in keeping with the shift expected and with the good practice now outlined in the recently published National Guidance for Child Protection in Scotland 2021 (Scottish Government: 2 September 2021).

Table 20: Child Protection Investigations

The number of Child Protection Investigations and the number of children and young people subject to an investigation has risen markedly since 2017/18; having more than doubled over that period. There has been a 10% increase in the number of child protection investigations carried out in 2020/21.
These are joint investigations between social work and police, decided upon and agreed at the IRD stage and carried out by specially trained interviewers and trauma aware staff.
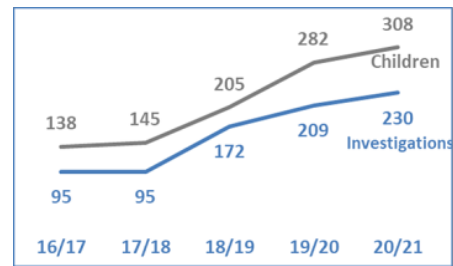
Table 21: Unborn Baby Referrals

The number of Unborn Baby referrals received this year has increased significantly; following further awareness raising within Midwifery and Health Visiting Services along with multi-agency practice guidance being published last year. By far the majority of Unborn Baby referrals continue to come from NHS Tayside; albeit any practitioner, service or agency can raise such a referral.

The areas of Unborn Baby vulnerability continue to be similar to the areas of concern for registration on the CPR, in particular those relating to the trio of risk. As previously mentioned, this increase would suggest that despite the COVID-19 restrictions and lockdowns, frontline staff have remained alert and vigilant; and with appropriate protections and supports, have continued to meet with, visit and engage with vulnerable pregnant mothers and families and in keeping with our practice guidance, made the necessary referrals. Nevertheless, the impact on our multi-agency screening and assessment processes for these referrals remains very challenging and resource intensive and the level of child protection activity in relation to vulnerable pregnant women and unborn babies is a key area of growth.

Table 22: Pre-Birth Child Protection Case Conferences (CPCC)

Of 134 unborn baby referrals in the year, 33 unborn babies were the subject of a multi-agency Pre-Birth CPCC. 94% were registered on the Child Protection Register (CPR). All unborn babies registered on the CPR are subject to a multi-agency Child Protection Plan. These cases tend to be complex, and have multi-faceted areas of concern, vulnerability and needs.
This increase would suggest that despite the COVID-19 restrictions and lockdowns, frontline staff have remained

alert and vigilant; and with appropriate protections and supports, have continued to meet with, visit and engage with vulnerable pregnant mothers and families and in keeping with our practice guidance, made the necessary interventions for vulnerable and at-risk unborn babies.
This has also significantly changed the age profile of those placed on the CPR. This year, for the first time, the largest group is now unborn babies. Whilst the 0-4 group has decreased, overall, unborn babies and young children now make up the vast majority of children registered on the CPR.
The remaining 101 other unborn baby referrals, which did not proceed to a Pre-Birth CPCC, all received a variety of other supportive interventions and responses, i.e., single agency support; multi-agency support; the pregnancy did not continue, or the mother moved out with the local authority area, with information being shared proportionately with the new local authority area.
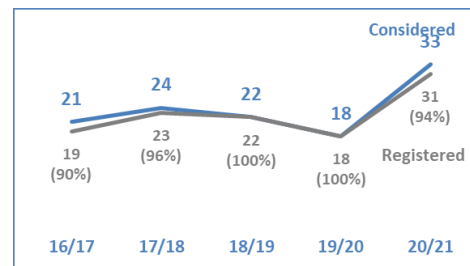
Table 23: Initial Child Protection Case Conferences (CPCC)

In contrast to the increasing numbers of CCRs, IRDs, child protection investigations and joint investigative interviews in the last year there has been a 35% reduction in the number of children and young people being considered at a multi-agency Initial CPCCs. This indicates that alternative single and multi-agency support had effectively been put in place at an earlier stage in the child protection process. Multi-agency Child's Plans, coordinated by a Lead Professional Social Worker are negating the need for an Initial CPCC by effectively reducing risks. 71% of children and young people considered at an Initial CPCC had their names registered on the Child Protection Register (CPR). All were the subject of a multi-agency Child Protection Plan, coordinated by a Lead Professional Social Worker. Those children and young people not registered on the CPR will also have benefited from ongoing support via a Child or Young Person's plan coordinated by a Lead Professional Social Worker.
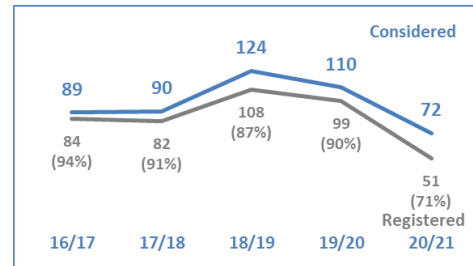
Table 24: Review Child Protection Case Conferences (CPCC)

Multi-agency Review CPCCs review the decision to place and retain a child or young person's name on the CPR. These child protection meetings take place within standard timescales to monitor changes in circumstances and progress made to reduce and eliminate risk. Where sufficient progress has been made, the Review CPCC can make a decision to remove (de-register) an unborn baby, child or young person from the CPR. This is always a multi-agency decision. The number of children and young people considered at a multi-agency Review CPCC has remained relatively steady. The proportion of continued registrations shows a slight increase from last year showing that it has taken longer to be assured of sustained progress. The long-term trend is more steady and the data this year shows that it has been more difficult to take a decision to remove names from the CPR and this is likely to have been due to the changes to universal and support services due to COVID-19. Help and support for these children and young people continues after de-registration.

Table 25: New Registrations on the Child Protection Register

There has been a reduction in the number of new registrations on the CPR. This is closely related to the reduction in the number of Initial CPCCs taking place in 2020/21. The number of children and young people placed (new registrations) on the CPR has been decreasing for the last two years, following a sharp increase in 2018 / 2019.   New registrations include unborn babies, registrations following an ICPCC and temporary registrations (for children and young people who move into the Perth and Kinross Council area for a limited period; for a holiday with relatives etc). These figures routinely include large family sibling groups of 5 and more.

Table 26: Children on the Child Protection Register as at 31 July 2021

There has been reduction in the number of children and young people's names on the CPR at 31 July 2021. The number of children and young people, whose names were on the CPR at 31 July 2021 has decreased to the lowest level since 2014, from a relatively high figure of 97 in 2020. Last year it was reported that the significant increase was a direct consequence of the COVID-19 pandemic and subsequent containment measures (lockdown, home working, limited home visits and no face-to-face partnership meetings), which temporarily well-established multi-agency review arrangements for all registrations.

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Perth & Kinross Council Chief Social Work Officer's Annual Report 2020-21
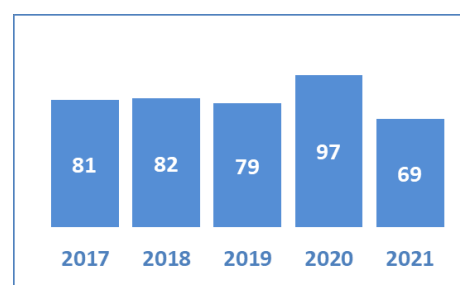
As staff learned to adapt to the COVID-19 pandemic, new ways of partnership working, assessment of risk and needs and safety planning has now ensured that children and young people do not remain on the CPR for longer than is necessary.

Table 27: Length of Registration

Most CPR registrations last less than a year, although there has been a slight increase in the number of children and young people who remain on the CPR for 12 months or more. This should not necessarily be seen as problematic, as many of these children and young people have multiple and / or complex needs which need coordinated support. The sharp reduction in the number of children and young people whose names are included on the CPR for a period of less than 5 months is to be welcomed, as this demonstrates that decisions are being made with evidence of sustained progress and a greater likelihood that the changes made will lead to positive longer-term outcomes.

Table 28: Re-Registrations

The number of children and young people that are re-registered (placed) on the CPR, having been previously removed from the CPR, has fallen significantly; with only 4% of children and young people having been previously registered (placed) on the CPR. All of these children and young people had last been removed (de-registered) from the CPR more than two years previously, following a multi-agency robust assessment and review meeting agreement.
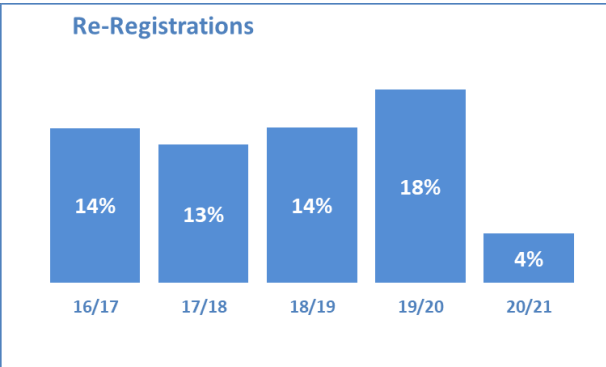
Table 29: Areas of Concern

The number of new registrations on the CPR has continued to decrease sharply over the last two years, however the proportion of children and young people whose names are included on the CPR and who are affected by parental mental ill-health, domestic abuse, problematic parental drug and / or alcohol misuse (sometimes referred to as the trio of risk) remains quite significant.
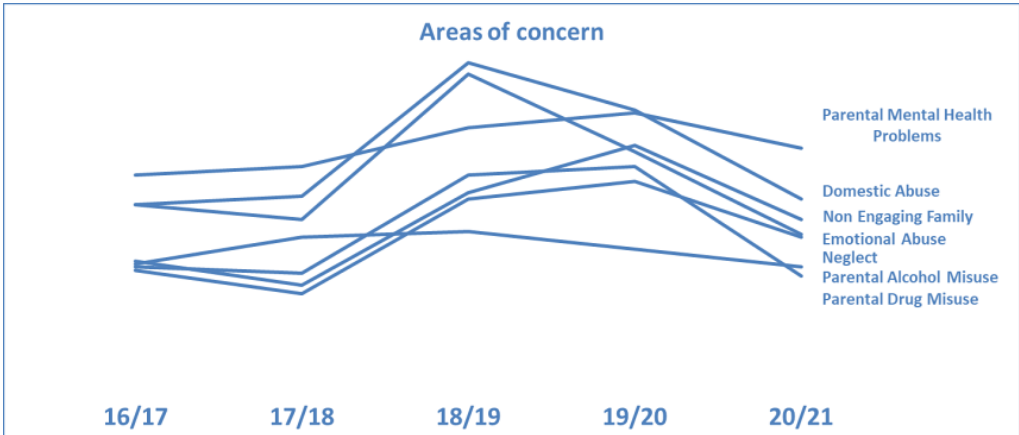
The initial stages of the pandemic saw a dramatic reduction in the amount of Children's Hearings that could take place. From the 23 March 2020, SCRA moved to a fully virtual Hearing model. This model took until the 6 April 2020 before Hearing participants, including social workers and families could start to be invited and participate. Perth & Kinross, prior to the pandemic had a Hearing capacity of 12 Hearings per week. Tayside as a whole had a Hearing capacity of 51. By the 6 April 2020 Hearing capacity for all of Tayside was reduced to 10 Hearings; with Hearings being arranged on a need only basis for a significant period of 2020. In October 2020, Hearing Centres reopened for limited face-to-face, Hybrid

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and fully virtual Hearings. Perth and Kinross reopened with a capacity of 7 Hearings per week. This limited Hearing capacity continued until July 2021 when Perth and Kinross has been able to have 10 Hearings per week.

Table 30: Referrals to SCRA

The number of referrals to SCRA and the number of children and young people referred to SCRA continues to show some variation over the last five years. This year, the number of referrals and number of children and young people referred to SCRA from Perth and Kinross has fallen by 11% and 17% respectively and this is less than the national picture. Conversely, referrals to SCRA from social workers increased by 7% over the year.
Ongoing training has ensured that all staff are acutely aware when making referrals to SCRA that they describe the reasons why compulsory measures of care are required, particularly when alternative support measures are not deemed appropriate.
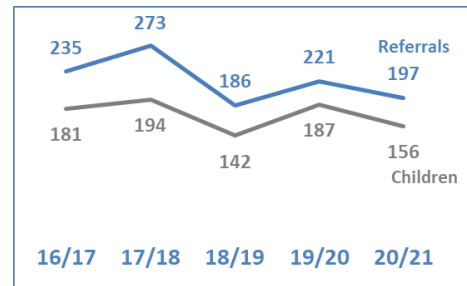
Table 31: Compulsory Supervision Orders

The number of children and young people placed on Compulsory Supervision Orders (CSOs) and the number of children and young people who remained on a CSO at the end of the year (31 March) have been previously showing a general downward trend over the last five years. However, this year, those who remained on a CSO at 31 March 2021 had risen to 163. The increase in the number of CSOs at the year-end would appear to be linked to SCRA's inability to arrange review Hearings to terminate Orders, as a direct consequence of the COVID-19 pandemic restrictions and emergency legislation and guidance. Perth and Kinross continues to have comparatively high conversion rate of referrals to CSOs. The national conversion rates fluctuates around 22% of all referrals converting to a CSO. Perth and Kinross currently enjoy a conversion rate of 42%, strongly suggesting that the right children and young people are being referred appropriately.
Children and young people who are placed on a CSO are looked-after, either at home or away from home in another placement and subject to regular supervision visits and contacts by a social worker.
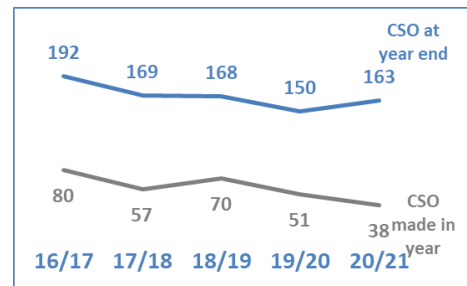
Table 32: Child Protection Orders (CPOs)

This year, the number of children and young people placed on Child Protection Orders (CPOs) has fallen, following a generally upward trend over the previous four years.

Nationally CPO rates rose by 4%, whilst Perth and Kinross saw a reduction of 22%; keeping in mind the actual numbers of children and young people involved are relatively small. This shows that despite the impact of the COVID-19 pandemic, front line staff have continued to carry out contacts and home visits and respond to children in need of immediate protection. All children subject to a CPO will be the subject of a Children's Hearing within 72 hours.
From the Reporter's perspective, the reduced SCRA referral rates (down 11% and 17% respectively); the slowing number of new CSOs (increased by only 3% during the year) and the reduction in CPOs (down 22% in Perth and Kinross), are indicators that vulnerable children and young people in Perth and Kinross are benefiting from early and effective local interventions and support and that only the most vulnerable children and young people and those in need of compulsory measures of care, continue to be referred to SCRA.
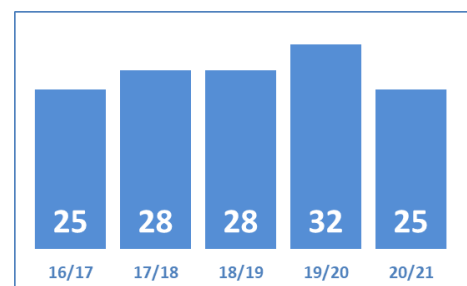
Table 33: Joint Investigative Interviews (JIIs)

Following an IRD and the decision that a joint police and social work child protection investigation is necessary, consideration will be given to the need for a Joint Investigative Interview (JII); carried out jointly by fully trained, trauma informed police and social work interviewers. The number of children and young people who have had a JII carried out has risen to just below 2018/19 levels, following a drop in 2019 / 2020. This is in keeping with the increasing numbers of CCRs, IRDs and child protection investigations and this remains a key component part of our child protection services.

Joint Investigative Interviews

16/17	17/18	18/19	19/20	20/21
133	144	225	183	215
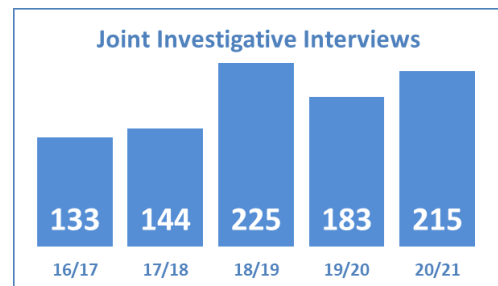
Table 34: Joint Paediatric / Forensic Medical Examinations (JPFME)

Following an IRD and the decision that a joint police and social work child protection investigation is necessary, depending on the nature of the concern, consideration may also be given to the need for a JPFME. The number of children and young people who have had a JPFME carried out has risen to 2018/19 levels, following a drop in 2019 / 20. This is in keeping with the increasing numbers of CCRs, IRDs and joint police and social work child protection investigations and this remains a key component part of our child protection services.

Forensic Medical Examinations

2016/17	2017/18	2018/19	2019/20	2020/21
9	13	31	17	31
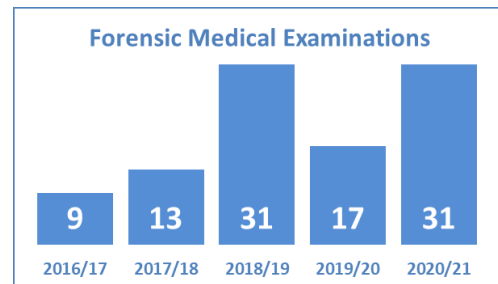
Table 35: Children with Child Protection Plan seen Face-to-Face

The number of children and young people with a Child Protection Plan (children whose names are included on the CPR), who were physically seen, face-to-face, by their Social Worker (Lead Professional), on at least a fortnightly basis, has been monitored weekly. Throughout the year, this has remained very high and this trend has been continued to pre COVID-19 pandemic levels. This was an important measure as children were not being seen outside of school by universal services such as early years or schools.
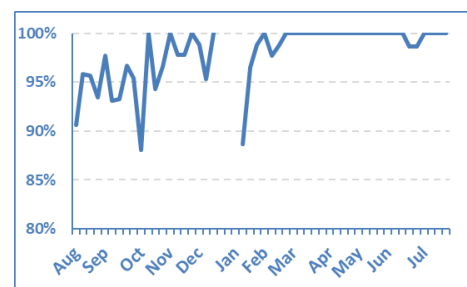
This measure is no longer being be monitored at a national or local level from October 2021.

3.13 Children's Views and Independent Advocacy

2020 / 2021 has been another busy and challenging year for the Children and Youth Rights Officer (CYRO) and the partner providers of advocacy in Perth and Kinross.

Over this past year, we have continued to review the arrangements for advocacy and for seeking the views of children and young people at key child protection meetings, Looked-After Reviews and Children's Hearings.

As the COVID-19 pandemic has continued to pose significant challenges in terms of how face-to-face work is carried out, additional risk assessment has remained a priority. This has ensured that children and young people are still having their views captured; in many cases virtually, while limiting the number of staff entering homes or schools for in person visits.

In terms of advocacy and seeking views, and the service level agreement between Perth and Kinross Council's Education and Children's Services and PKC partners is embedded;

ensuring the advocacy provision for children and young people across three priority groups is consistently sustained.

These three groups include those who are looked-after and accommodated; those who are looked-after at home and those who are open to child protection services. In addition, the Council's CYRO has continued to support children and young people with advocacy who are not open to social work.

The following information illustrates the increasing number of children and young people who have had their views advocated / presented at key meetings since July 2020, either virtually or by workers / advocates via the submission of an All About Me Form:

- 155 (147 in 2019 / 2020) children and young people's views presented at a Child Protection Case Conference (CPCC) by their social worker, carer, advocate or other professional
- 265 (233 in 2019 / 2020) looked-after children and young people's views presented at a Looked-After Conference (LAC) by their social worker, carer, advocate or other professional
- 92 (100 in 2019 / 2020) children and young people helped to submit an All About Me Form to CPCCs and LAC

Table 36: Advocacy themes
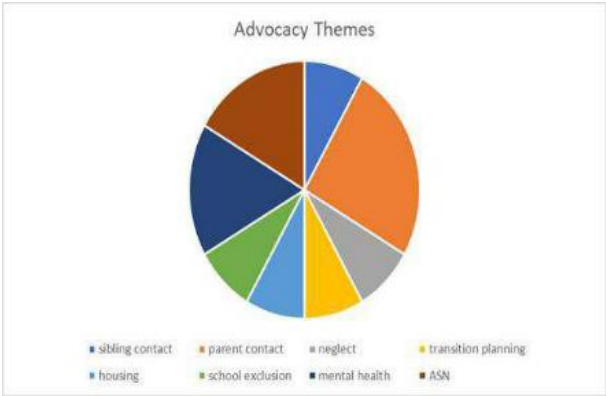
Table 37: Advocacy contacts
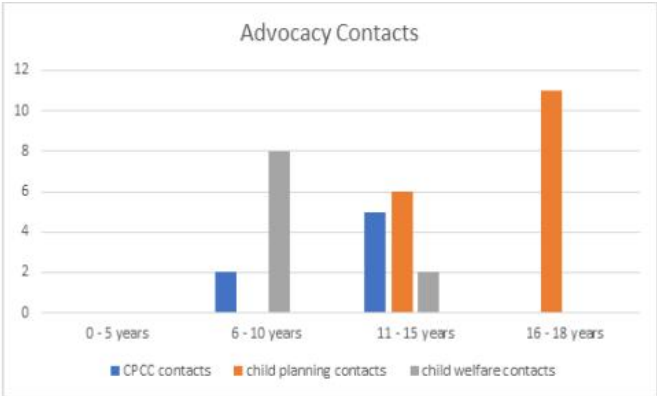
The development of a REAP strategy aims to support the promotion of rights, engagement and participation for children and young people not necessarily engaged in services. RRSA (Rights Respecting Schools Award) was recognised as an effective way to work with and support schools to consider their current mechanisms for pupil voice, learner participation and individual advocacy and how these might be strengthened. To do this the CRO has worked alongside a professional advisor from UNICEF to coordinate and deliver, Achieving Silver and Achieving Gold training for participating schools. Additionally, the CRO has arranged assessment visits, undergone assessor training, and attended strategic lead meetings for national updates, support, and training.

Independent Advocacy Perth and Kinross (IAPK) has continued to provide advocacy support virtually throughout the COVID-19 pandemic and restrictions 2020 / 2021; with the staff team working from home since March 2020. Independent Advocates have and continue to liaise with advocacy partners (client group) via phone, video conference and with WhatsApp, when advocacy partners only had this app available.

For children and young people who did not have access to technology, IAPK staff wrote letters and cards and included a pre-addressed envelope, so that the children and young people could write back for free. This ensured that contact between the child and Independent Advocate was sustained throughout lockdown. Independent Advocates have utilised opportunities with services who provide devices and IT skills to individuals and families who have experienced the 'digital divide' during the pandemic.

Meetings with children and young people advocacy partners continued to be held throughout the year. Initially these were all via telephone conference; however whenever it has been permitted and safe to do so, Independent Advocates have met with children and young people in schools and outside; in accordance with Scottish Government guidance. The implementation of Microsoft Teams has also led to an increase in the number of virtual meetings IAPK attended to share the views of children and young people.

In November 2020, Section 122 of the Children's Hearings (Scotland) Act 2011 came into force. The Act states that children and young people, subject to Children's Hearings must have an offer of Independent Advocacy support to uphold their rights. Given the obligation to refer children and young people to Independent Advocacy through the Act, and with IAPK being the primary providers of Children's Hearings Advocacy in Perth & Kinross, there has been a significant increase in referrals for children and young people overall since November 2020. Despite children and young people's right to be referred, it is not mandatory to accept advocacy.

However, in terms of impact, from the referrals received in 2020 – 2021 there has been a 96% uptake of the advocacy service offered. Those children and young people who have or are declining advocacy are either sharing their views themselves, or they do not wish to share their views.

Table 38: number of young people supported by independent advocacy

NUMBER OF CHILDREN AND YOUNG PEOPLE SUPPORTED BY INDEPENDENT ADVOCACY PERTH & KINROSS

	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
New referrals (LAAH and MH)	0	2	4	1	2	3	8	2	4	2	8	6
New referrals (Children's Hearing)	0	0	0	2	4	0	3	9	5	9	13	14
Total CYP supported (cumulative)	20	22	26	29	35	38	49	60	69	80	101	121

121 Number C/YP supported in last 12 months

20 Existing advocacy partners (from March 2020)

42 New referrals

59 New referrals for children's hearings

28 Number of cases closed this year

Characteristics of children and young people supported

2-18 Range of ages

8 Average age

75% Proportion of referrals for children under 12 years old

59% Female

41% Male

Feedback:

"Where was children's advocacy years ago?" – Kinship Carer

"You have a calming influence in meetings" – Head Teacher

"I think you going to meetings for me is perfect" – 9 Year Old

"I'm impressed you (Independent Advocate) thought to ask these questions to the children, their answers are really helpful" – Panel Member at Children's Hearing

"With advocacy there, I feel the children are now being listened to" – Parent

> **Case Study: Advocacy 1**
> *A 10 year old child who lives in kinship care with a grandparent was referred to the children and youth rights officer. The referral came from a reviewing officer and was in relation to the safety of the child's place of residence. For some time, the child had shared that they did not feel safe in this property due to anti-social behaviour in the community. This was seen by the reviewing officer as an 'unmet need.' Following the referral, the children and youth rights officer visited the child and gauged their views. The content of the meeting was shared with the senior social care officer supporting the family and together they liaised with the housing association. As a result of the meeting, it became apparent to housing colleagues that there was information about the family that had not been brought to their attention previously which affected their application. The child and the grandparent were soon placed on the strategic housing list and have since moved into a new property which better suits the child's needs.*

The following figures are for the various *types of meetings* where the views of children and young people were gathered by IAPK, and the Independent Advocate shared the views at professional multi-agency meetings (virtual and face-to-face).

IAPK's capacity to work with children and young people has increased by 100% in the last year. This has enabled IAPK to increase the provision of Independent Advocacy to children and young people. Evidence of the impact of the commissioned services by the local authority, Perth & Kinross, and changes in legislation are reflected in the referral numbers and the number of meetings recorded in the last year.

These figures do not include staff meetings, training courses, meetings held to promote and discuss advocacy with other agencies; it also does not include letters written to children during lockdown when phone calls were not possible:

Table 39: Advocacy support per type of meeting

	Advocacy Partner Meetings and Calls	Hearings	LAC Reviews	Case Conferences	Core Groups	Other	Total
2020	308	51	28	12	14	39	**452**
2019	140	13	7	7	16	7	**209**

3.14 Young Carers

PKAVS Young Carers Hub continues to support increasing numbers of children and young people, aged between 5 and 18 years old, to cope with what can often be an all-encompassing caring role. A Young Carer is anyone under the age of 18, or over 18 and still at school, whose life, is in some way, restricted because of the need to take responsibility for the care of a person who is ill; has a disability; is experiencing mental distress or is affected by substance misuse. Currently PKAVS supports 323 Young Carers, has 69 on a waiting list and received a total of 149 new referrals during the timeframe for this report.

Table 40: Young Carers Age and Gender

The past 15 months have been extremely difficult for everyone. However, for Young Carers, they have seen many of the arrangements / mechanisms they had in place, to give them support and a regular short break from their caring role, close almost overnight. This has meant that the past 15 months have seen Young Carers become ever more immersed in their caring roles, with little to no access to a break. Many families cancelled care packages because of the uncertainty of letting other people into their homes, especially at the first lockdown in March 2020.

Other supports were also cancelled by providers as staff were re-deployed elsewhere or because of staff shortages. All this undoubtedly added to the caring responsibilities faced by Young Carers as they were left having to do more. The biggest worry / concern Young

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Carers told us they had, was how COVID-19 could impact on the health of the person they care for. This added another level of anxiety, on top of everything else and in some cases, resulted in the Young Carer's own health and wellbeing being adversely affected.
School and continued learning was also a real issue for many Young Carers, as the workload was difficult to manage alongside the additional caring responsibilities they had taken on during this time. The feedback we received was many Young Carers felt this only added to the additional stress they were already under.

However, we have been able to support Young Carers during this time and some of the ways we did this are highlighted below. As restrictions ease and youth work guidance allows, it is our hope that our offer of short breaks and other supports Young Carers can access will continue to increase over the weeks and months ahead.

Educational Attainment Service for Young Carers (EASYc)

EASYc began in May 2019, as part of the legacy for the late Councillor Barbara Vaughan, this service was initially set up to support Young Carers who were dis-engaging with education and did so through access to private tuition lessons, homework clubs and by having access to educational hardware and software.

Clearly this past year has seen us increase the reach of this service and direct it towards any Young Carer who was struggling with the 'new way of schooling' adopted by schools because of COVID-19 and Scottish Government Guidance.

Within the timeframe of this report 148 Young Carers have accessed this service with 1,418 private tuition lessons having been delivered and 76 homework-based groups. Referrals for the service have come from schools, social work, self-referrals and from PKAVS Young Carers Support Workers.

Below are some examples of the impact this service has made in the past 12 months:

"Both my tutors have helped me to understand areas in their specialty, which my parents couldn't. I feel I am able to ask questions I couldn't ask in class" **(Young Carer)**	*"It helps to fill the gaps in learning that Young Carers may have missed. I also think it gives Young Carers the opportunity to be able to learn and catch up with their work in a less stressful or busy environment"* **(Teacher)**
"Being disabled, I can't give my son the help & support he needs when it comes to his schoolwork. This service has relieved the guilt that I feel. He has a tutor (who is fantastic with my son) who can help and support him and has shown him he is capable of raising his attainment to a 'higher' level" **(Young Carer's Parent)**	

Young Carers Voice

This forum continues to meet regularly and now has representation on the Young Carers Strategy Monitoring Group. The consultation we did with Young Carers around their mental health and wellbeing for the National Young Carers Action Day in March 2021 came through input from the Young Carers Voice to the Strategy Monitoring Group. The Group are also working together with Columba 1400 on a Leadership Academy that Columba approached us to facilitate. The Leadership Academy has obviously had to be changed from what would normally be delivered, but still gives Young Carers a chance to get a break from caring, as well as creating a real feeling of teamwork amongst the Young Carers Voice participants.

Additional Respite Short Break Awards

Throughout the COVID-19 pandemic, funders have been extremely flexible in supporting Young Carers to get respite in new and innovative ways, with a significant shift to the purchase of technology equipment; garden play equipment; bikes and games. During the timeframe for this report, PKAVS made 155 additional short break small grant awards to Young Carers, totaling £22,344.00.

Case Study: Young Carer
James cares for both his older sisters and does not often get the attention of his parents just focused on him. He wanted to have a day out dedicated to him and getting respite from his caring role.

Mum arranged to take James and a pal to Edinburgh for a night away. They spent the day out at the skate park and trampoline park with time for a meal out. James is big into scootering.

James is a secondary carer for his two older sisters. They both have extremely high needs and their Mum, being the primary carer, is often tied up making sure they are alright. James spends a lot of time alone and making his own fun. At his review James mentioned that he gets enough time for himself, but rarely is able to spend time with his Mum.

This really was a rare opportunity for them both to get away and spend time with each other. The trip to Edinburgh was very special, because it gave James time away with Mum and a pal, where the focus was on him and what he likes to do for fun. James and his Mum really appreciated the bonding time and break from their caring roles together.

James said, "he had so much fun!" and *"really enjoyed the skate park and trampolines"*

3.15   Social Work Services to Protect Children

Child Protection & Duty Team (CPDT)

The past year has been unique due to the restrictions enforced by the pandemic. However, there has been great learning achieved through this period about what works and what does not work when delivering a social work duty service in such circumstances. This rich information will inform future processes and practices should a similar situation arise in the future.

Despite very difficult circumstances brought about by the COVID pandemic, the duty team has continued to respond to the needs of children and families in crisis throughout the lockdown period and throughout the restriction levels. Whilst some of the support has been delivered through virtual means, visits to children deemed to be the most vulnerable have been made, using the government's safety guidance and the use of PPE.

A positive outcome of the restrictions is the use of technology when engaging children and their families. Children's views have continued to be gathered as this is central to planning and decision making. Where possible and if in line with COVID guidance, this has been through direct contact. However, much of the contact during lockdown happened either virtually or by phone.

There has been investment in additional staff within the CPDT and Senior Social Care Officers (SSCOs) within the team are skilled in carrying out work with parents to increase their understanding of children's needs and to promote healthy relationships. This early help is preventing the need longer-term Social Work intervention by increasing the parent's confidence and skills and preventing difficulties from escalating.

Over the reporting period from 1 April 2020 to 31 March 2021 the child protection duty team have dealt with **4153** contacts/referrals. This has not been a significant change from 2019-20 (4149) and on average **346** new referrals are managed each month. There was a significant decrease of almost 50% in the referral rate during the first quarter of 2020/21 with a considerable increase from July/August onwards following the gradual easing of restrictions and children returning to universal services.

Change is a Must

The Change is a Must (CIAM) based at Almondbank House is committed to making sure babies are given the best start in life. Early intervention is supported through referral through UBB MASG and pre-birth assessments. Assessments promote a multi-agency and Whole Family Approach. This includes joint working with Midwifery, Health Visiting and Family Nurse Partnership to consolidate ante-natal and parenting advice. CIAM also focuses on supporting parents to support themselves and improve social skills, independence, improved mental health, tackle substance use issues pre and post birth.

The CIAM team adapted pre-birth and post-birth assessments to ensure assessments were undertaken to a high standard. CIAM ensures fathers are included in any pre-birth and post birth assessment and promote their involvement in their children's lives if safe to do so. CIAM has aimed to include extended family members in pre and post birth assessments as a potential support to parents and their babies. Family Group Decision Making (FGDM) is now being considered pre and post birth.

Children's safety continued to be the top priority for the team and staff became skilled in running Child's Plan and Child Protection Core Group meetings virtually and ensured these were held in agreed timescales. Overall, there was limited interruption of face-to-face visits taking place. Over the reporting period, workers have been acutely aware of their responsibility for the welfare of babies as CIAM was often the sole agency partner visiting babies at home. Families where a child / unborn baby was on the child protection register continued to be seen weekly. We organised food deliveries, equipment, household goods for our most vulnerable families throughout periods of lockdowns. We addressed digital exclusion for service users through provision of equipment and flexible use of funds.

During 2020/21 all team members have been working very hard to provide a quality service for vulnerable babies, children and parents. Over the year we have provided a service to 61 children and their families:

Table 41: CIAM Case Load

Number of cases open to Change is a Must during the reporting period	61
Number of referrals allocated to Change is a Must through UBB MASG within the reporting period	31
Pre-birth CP case conferences	18
Initial CP Case conferences	8
Review CP case conferences	22
Children Subject to Child Protection Registration	32
Pre-birth conferences meeting the 28-week target	13 out of 18
Number of Looked After Children	5

Children, Young People and Families social work services are organised across 5 teams serving a geographical patch. These are Perth City, Perth City North and Highland; Perth City South and the Carse, Strathearn and Kinross and Blairgowrie.

The following is an example of their experiences of the last year. The Strathearn and Kinross team has seen a decrease in the number of children who are living at home and subject to compulsory supervision and child protection registration. The number of children accommodated away from home has remained similar to last year. The team has experienced a significant increase in section 22 cases (coordinated support for children and families through a Child's Plan coordinated by a Lead Professional Social Worker). The number almost doubled from 73 cases to 137. Over the last year, the team has supported 162 children (up from 153 last year). This large number reflects the amount of early intervention that the team continues to manage. There is a level of complexity inherent in this voluntary work including mental health difficulties (in both child and adult), domestic abuse, disability (in both child and adult), problematic substance use and a history of trauma. Isolation and poverty are further risk factors.

Feedback from a parent

…I am a mother to 3 children under social work working with KB social worker. I am writing this email in recognition towards K. K has been my children's social worker for 4 years now I first met K when she introduced herself to me when I was in Murray Royal hospital extremely ill with my mental health K explained who she was and how she was working for my children's best interests. I immediately felt relaxed and she spoke in an appropriate but comforting way where I was able to understand I found this fantastic because I was in a vulnerable way and was very scared with psychosis. K has now worked with us for 4 years and my children are in kinship with family. I just wanted to say how much we appreciate K…she is very professional but empathetic… as their mother she has always engaged appropriately with me understanding my mental conditions and working in the best way to manage contact…K is so professional and great at helping me understand everything she takes time to listen to me and guides me in the best interests of my children she is a fantastic social worker she is efficient all paperwork meetings anything that needs to be done K has it done we all know what's happening beforehand we know who to go to if K is not going to be available she also has a kind nature and I believe makes a massive impact on our life's guiding me in the best way possible with understanding of my mental health to make sure my children's needs are met… Thank you for making a difference and choosing to be a social worker as your career because you completely change the stigma that surrounds social work.

Feedback from grandparent
J, our Social Worker, has been and still is a fantastic support to L and ourselves. I admire the way she has handled and supported the finding of a permanent family for L. Although, it still breaks our heart that we are unable to meet L needs, she has supported and still is supporting us through this…..I feel there is still a lot of negativity to the way social workers handle things. However, this has not been the case for us, we cannot thank the social work department from before L birth till now on the way things have been handled. However since J took over L's case I feel that the support and understanding of how all of us involved are feeling have been handled with due thought and consideration for each person as an individual in their own right by J.

*The way J has handled things by answering questions and giving reassurance of things that we may not fully understand are a credit to her (even though she might feel I am a pain in the *** with my 40 thousand questions) she never lets that show and if she is unavailable when we do try to contact her she always returns my calls again when she is free I can't thank her enough for that. I can't thank you enough for giving J the placement of being L's social worker.*

3.16   Corporate Parenting

Services for Children, Young People and Families has led on the development of a new Corporate Parenting Plan for 2021/24 which sets out the intentions and actions to deliver better outcomes for children and young people who are looked after by the Council and to deliver on the Promise. An Independent Care Review was commissioned by the Scottish

Government in 2016 to listen to those with experience of living and working in and around the care system to understand what needs to change. The report of that review was published in February 2020. The data that has informed the plan is set out below. The number of children and young people who are looked after is measured each year on 31 July. This year there were 288 children which is one more than on the same date in the previous year. The rate per 1000 child population remains higher than comparator authorities. The balance of care remains very positive at 96% of children and young people being looked after in community/family based care. There has been a significant reduction in the use of external foster placements with the last being commissioned in September 2019 which has meant that more of our children remain in their local communities and continue at their school with their peers. This continuity is vital for improving outcomes, such as educational attainment, for our children and young people; there is also benefit to their health and continuing to access healthcare.

Key elements of the corporate parenting plan for 2021-24 will be the need for increased and effective whole family support which helps children to remain within their own families and that brothers and sisters are helped to stay together. This will place greater demands on kinship and foster carers.

The Adoption Team has a 100% record of seeking and obtaining Interim Orders in court allowing children to move to their prospective adoptive families before the legal process (POAA and Adoption Order) have run their course thus ensuring children are placed within their permanent families as quickly as possible. The benefits of this are well researched and Perth and Kinross was the only local authority in Scotland making successful use of these orders for children. This practice has been shared with other Local Authorities and Adoption Agencies through the AFA North East consortium, PAN Scotland Meetings and the Adoption Task Force. The Adoption Team is promoting the importance of relationships between brothers and sisters with prospective adopters.

Perth & Kinross Council
Scottish Government Annual Returns

288 In Perth & Kinross on the 31st July 2021 there were 288 children looked after.

The number of children being cared for continues to rise.

Across Scotland the number of children being cared for is falling.

Number of Children Looked After (per 1,000 of 0-17/0-18 population)

- Perth & Kinross
- Comparator authorities
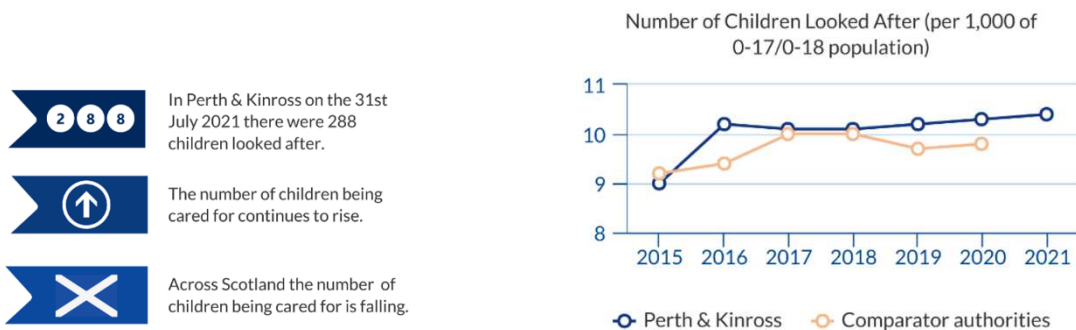
WHO WAS LOOKED AFTER ON 31/07/2021?

Gender & Age
48% Female   52% Male

0-4 Years	5-11 Years	12-15 Years	16+ Years
30 / 29	55 / 56	40 / 41	13 / 24

Length of time cared for at 31/07/2021

< a year	1 year	2 years	3 years	4-5 years	6-7 years	8-9 years	10+ years
78	60	30	34	30	23	19	14

Types of Care
- Residential: 4.2 %
- Community: 3.8 %
- Home: 21.5 %
- Foster: 38.9 %
- Kinship: 31.6 %

Brothers & Sisters
- 85 brothers and sisters across 42 sibling groups are looked after.
- Of the 42 sibling groups, 27 are all cared for together.
- 21 children are not placed with any of their brothers or sisters.

Table 42: Number of Children Looked After Away from Home
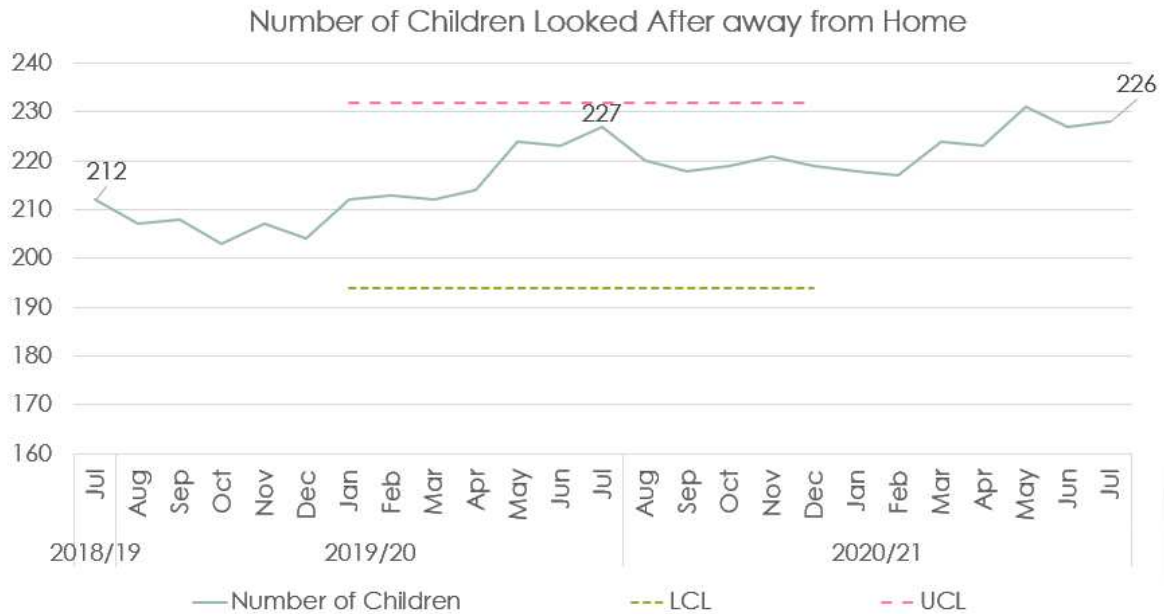
Number of Children Looked After away from Home

The number of children looked after away from home increased in the first 6 months of the COVID-19 pandemic. Thereafter this has remained relatively steady over the last year so the increase in workload, pressures on placement availability has continued and is not showing signs of reducing.

Table 43: Number of Children Looked After at Home
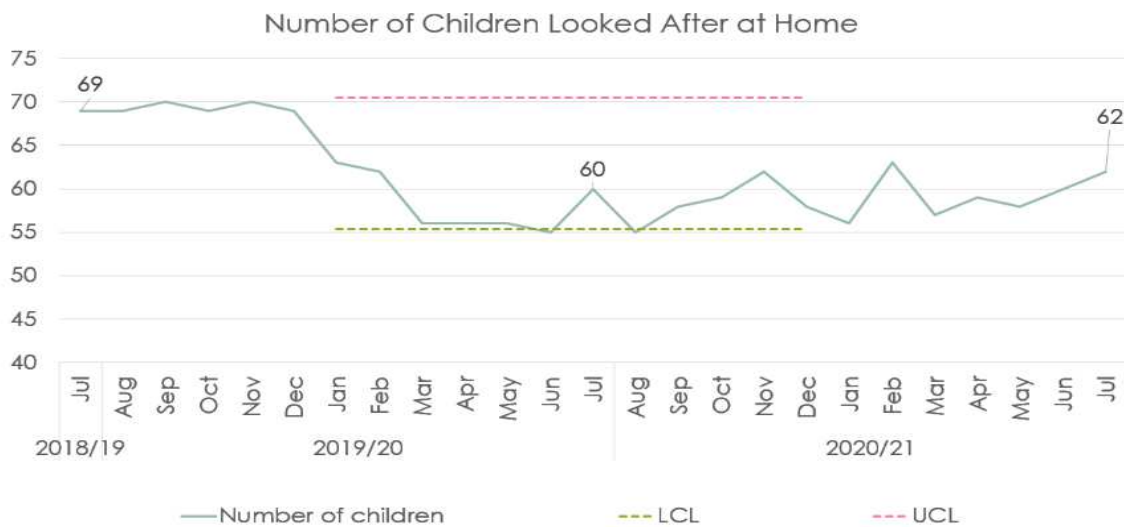
Number of Children Looked After at Home

The number of children who are looked after at home has remained relatively stable over the last year with monthly variations.

Over 2017-2021 good progress has been made to build solid foundations for realising the Promise for Perth and Kinross children. The following is a summary of the progress:

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Perth & Kinross Council Chief Social Work Officer's Annual Report 2020-21

A good childhood	Increased support to kinship carers by creating a dedicated **Kinship Care Team** to support carers by offering practical advice and a listening ear.
	Changed ways of working through **REACH** so that young people aged 12-18 who are on the edge of care are supported 24/7 to stay within their families, schools, and communities.
	Introduced **Lifelong Links** which makes it easier for children and young people to reconnect with people from their past and build lasting relationships for the future.
	Increased the number of **foster and kinship carers and supported lodgings** providers so children and young people can live within a family for as long as they need to.
	Created the **PRAISE** team which provides support to primary school children who are looked after at home and who need extra support with their learning.
	Provided **online tutoring and mentoring** for young people preparing for exams.
	Provided additional support for young people leaving care by ensuring that all care experienced young people are prioritised for **affordable homes** in an area of choice and supported to make local connections.
	Increased levels of **Independent Advocacy Support** to ensure your voice is heard and listened to.
	FYI created a film called Milestones, to raise awareness of the issues faced by care experienced young people and a workshop around "language" being used to describe care experienced young people.
	Created **Care Experienced Education Guidance** to ensure all education staff have an awareness of The Promise and know how to best support care experienced children and young people
	Created **Education Guidance for Unaccompanied Asylum Seeking Children**, ensuring we have appropriate understanding of their needs and suitable education placements
	Scottish Fire and Rescue prioritise a **home safety check** for all care experienced young people.
Whole Family Support	**Strengthened and increased levels of family support** by funding third sector to support family wellbeing and to help them stay together.
	Introduced **Family Group Decision Making** to support families to create their own solutions for their children and young people.
	Developed **family mentoring** to support families – Barnardo's and Tayside Council on Alcohol.
	Testing a new way of delivering family support through partnerships with local families and resources – **Families Empowering Communities**
	In partnership with adult drug and alcohol services developed a test of change creating a **whole family assessment** and plan to meet the needs of whole families where parents are using drugs or alcohol.

The Promise stresses that: "*Scotland must hold the hands of those who hold the hand of the child*". The Family Change Team provides therapeutic support for children and provide advice through consultations to parents/carers and professionals supporting children who have experienced trauma. Over the last year, the team has provided **136 consultations**. This compares to 103 in the previous reporting period. We have adapted to working online and have found that often this has been very positive, enabling us to reach people who may find it difficult to access the building physically, due to geographical or time constraints for instance. We have been particularly pleased to be able to reach more education staff through this. All consultation sessions recognise the importance of offering time and space for reflection and support; this is particularly important for the people supporting and caring for children who have experienced trauma.

This year we have set up a **new introduction service** for all newly approved adoptive parents and foster carers. This takes the form of a short Teams call to inform new parents and carers about our service and promote a more proactive response to supporting carers to care for vulnerable children. We know that it can be helpful to build in from the start an expectation that support will be both needed and available for people who care for traumatised children and it has been welcomed as a way to start to build friendly and trusting relationships from the start.

Throughcare Aftercare Team

The Throughcare and After Care Team's workload has increased from 238 to 248 in the last year. This includes 36 young people who are currently looked after and accommodated and reflects the duty to support care experienced young people up to the age of 26 years..

Unaccompanied Asylum Seekers (UASC)

The Council has accommodated young people via the National Transfer Scheme, mainly transferring from Kent as this is the main point of entry into the UK. The Council's commitment to supporting UASC has allowed the Social Worker and Senior Social Care Officer posts being made permanent from March 2021. This supports us in our commitment to reach our target of 20 young people which equates to 0.07% of PKC's child population and the figure the Home Office use to suggest each Council's quota. We are currently supporting 17 young people from 9 countries. Plans are underway to offer care and support to a further 3 young people before the end of 2021 dependent of availability of accommodation.

The Home Office has given positive feedback about the services offered by PKC and our good practice and expertise in this area has been shared with a number of smaller local authorities, who are looking to begin supporting unaccompanied asylum-seeking children and young people. The social worker gave a short presentation to COSLA UASC groups that meets quarterly in Edinburgh. This was with the aim of sharing PKC's experiences in caring for UASC in order to encourage more local authorities to offer placements. Following a successful application to the care inspectorate, the Supported Lodging adult placement is now a registered service

Wellbank

Wellbank House provides a housing support service to up to 12 young people aged 16-24 years. The Wellbank team continue to meet the standards set within the Health and Social Care Standards. Requests from the Care Inspectorate have led to weekly reporting on staff and young people who have been affected by COVID-19, shielding and self-isolating.

Wellbank House completed a self-evaluation of the COVID-19 infection control measures in place. This was to ensure that both young people and staff felt safe living and working in a close group living environment. This was undertaken in conjunction with PKC Health and Safety Team who undertook a walk-through of the building to assess areas including cleaning regimes, sanitising, signage, wearing of face coverings and physical distancing. The outcome of the inspection indicated that there was nothing viewed which gave rise to a contravention of current COVID guidance. The assessment was found to be "robust and of a good standard".

REACH

REACH was established in 2019 as an innovative new approach to supporting children and young people who are on the edge of residential care and to help them remain with their families, thrive, and achieve their best. A dedicated multi-disciplinary team provides individualised support to help prevent young people needing to be moved to alternative, residential care and, long-term, enable them to flourish within their family and community, becoming healthy, resilient, and resourceful adults.

The project also ties into the Council's commitments to The Promise Scotland - a national initiative to improve circumstances for care experienced children, young people and adults through shifts in policy, practice and culture - and upholding children's rights as stipulated in the United Nations Charter on the Rights of the Child (UNCRC). The project has, ahead of schedule, achieved its original aim to reduce the requirement for residential care to only those who have been assessed as being best supported in this way - helping to cut

numbers of young people in residential settings by 48% and consequently avoiding significant additional costs. The impact is demonstrated through case studies and performance evaluation - showing how tailored work with individual young people has supported them to better express themselves and improve their mental health and wellbeing; to gain stability in their lives and relationships; and to progress their learning and life skills. It has been possible for more young people on the edge of care to remain at home, to strengthen links with family and community, and to find meaningful paths in education, training, or employment.

REACH is one of several interventions helping to reduce reliance on external residential care placements. The original aim for REACH was that by 2022, the only children and young people who will require to be supported in residential care will be those for whom this is assessed as being the only way of meeting their specific needs. This fundamental aim has already been achieved and since inception, REACH has contributed to reducing the numbers of young people in residential care by 48%.

On 30 June 2021, 14 children were in an external residential care placement. Due to the very small numbers and nature of this indicator, it is expected that this figure will continue to experience small fluctuations whilst remaining significantly lower than the August 2017 figure of 27 children. The reduction in residential care costs has been projected to provide the financial resources required to sustain the entire REACH service provision beyond 2021, which highlights the end of the project period. This element of transformation has been closely monitored by the REACH Project Board and there is confidence that this objective has been achieved.

In 2019, Perth and Kinross Council was ranked 1st out of 32 Scottish Local Authorities in terms of the balance of care for the percentage of looked after children being looked after in the community at 96.1%. In 2020, after a drop of 0.5% the Council was ranked 2nd out of 32. It is recognised that REACH contributes to Perth and Kinross Council being one of the top performing Councils in this Local Government Benchmarking Framework indicator. The Board will continue to meet throughout 2022 and will support the ongoing development of REACH and support the roll out of 'lessons learned' throughout this transformation.

Table 44: Number of children in external residential placements 2017-2021

43
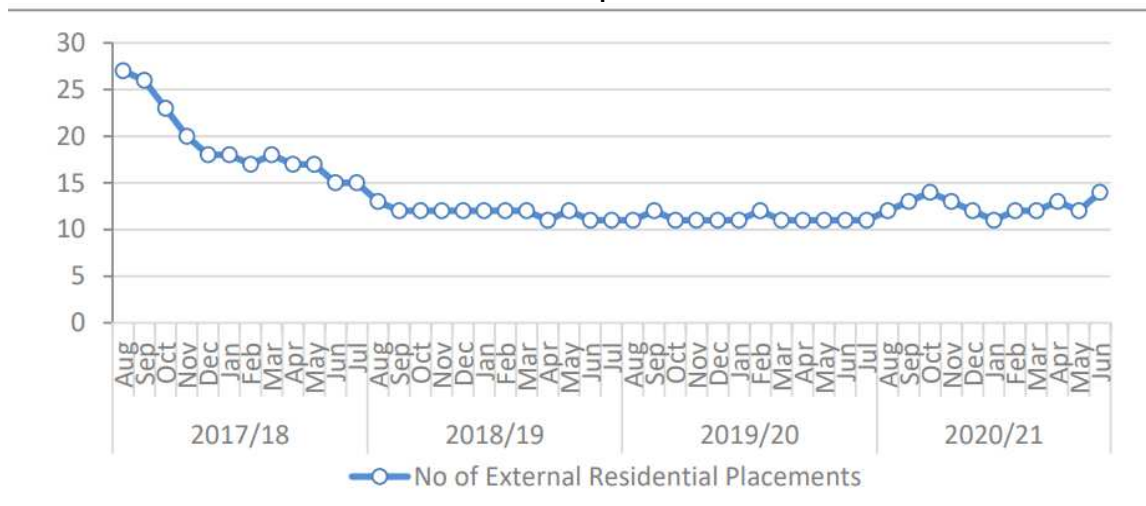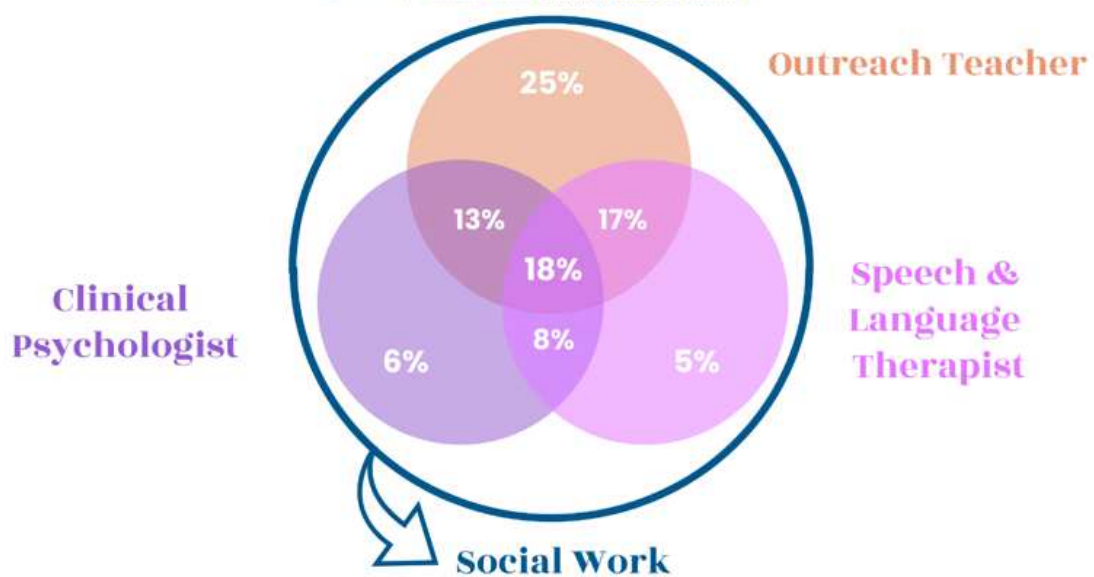
All young people have had social work input when supported by REACH. The diagram above shows the breakdown of the specialisms that young people worked with.

- From 01/08/2018 - 30/06/2021 the REACH team has worked with 101 young people.
- Within this time frame 58 young people have finished working with REACH.
- REACH has also supported eight sibling groups of 17 individuals.

Speech & Language Therapist

- During the reporting period 65 young people have undertaken a communication screen to identify any Speech, Language and Communication Needs (SLCN).
- There were 38 young people identified as having SLCN.
- Outcomes are available for 24 young people who have completed work with their SLT. 100% of young people have achieved at lease one of their outcomes.

Clinical Psychologist

- During the reporting period 38 young people have been supported by the Clinical Psychologist.
- 19 young people supported by the Clinical Psychologist were previously accepted by Child and Adolescent Mental Health Services but then discharged e.g. did not meet criteria for neuro-developmental diagnosis (such as ADHD, ASD) or due to non-engagement/attendance.

16+ Youth Worker

- Since appointment in July 2020, the 16+ youth worker has provided focussed support to help young people to fulfil their potential.
- Partnerships with both local and national organisations have been established. Including joint working with Ocean Youth Trust, Perth YMCA, Enable Scotland; Skills Development Scotland; Star Fish Project and Services for Young People 16+.

Outreach Teacher

- Since the implementation of REACH the Outreach Teacher has finished working with 24 young people.
- Of these 24 young people, 18 achieved positive outcomes including qualifications, awards and starting college.
- Young people experienced an increase in their levels of aspiration, confidence and participation.

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3.17   Support for Carers

Support for unpaid, informal carers in Perth and Kinross continues to expand. These include information, advice, support from a dedicated Carer Worker, complimentary therapies, counselling and respite. These services support carers' health and wellbeing and enable carers to have a break and sustain their caring role. Carer's assessments are carried out by locality-based Carer Support Workers and other assessing workers, providing support to identify appropriate supports and develop Adult Carer Support Plans. All interventions seek to mitigate the risks of carers going into crisis and prevent the person who is cared for being admitted to long-term care, so keeping families together longer, within the community. Carer Support Workers have continued to operate during COVID-19, ensuring continuity in carer support; particularly maintaining contact with those carers who were considered most at risk.

Day care services, which provide carers with a break, were substituted by online meetings or outreach support in the person's own home where online was not appropriate. Sitting services have also continued and statutory workers were re-tasked to meet increased demand caused by the lack of alternative support such as respite in care homes, due to the pandemic. Between May and August 2020, 35 families accessed this support.

Respite breaks in care homes was less available and some carers were reluctant to accept this as the person who is cared for would have to isolate on admission. All locality Social Work teams were vigilant throughout this time to the needs of carers when they bore an unprecedented burden arising from the pandemic. An online Carers event was made held in November 2020. This replaced the annual in-person conference. The film of the event is available on YouTube and has received more hits than previous attendances at the in-person event.

An information booklet highlighting available support for carers and coping strategies was developed and distributed. A range of information is also available online including three short videos highlighting Carer services. Future developments include a Befriender Service, and a number of community-based groups and cafes.

A service to support carers with their own mental health was developed with the third sector, in response to an increase of 73% in carers supported by the service *(in 2019/20, 154 carers were supported increasing to 267 in 2020/21)* as their mental health was being detrimentally affected due to stress caused by the pandemic.

A Palliative Carer Support Worker post has been recruited to ensure support is available within five days of referral in accordance with statutory guidelines.

3.18 Adult Social Work and Social Care Services

3.18.1 Commissioned Services

Commissioned services represent a rich and varied level of provision essential to achieving the Perth and Kinross Health and Social Care Partnership's objectives. The PKHSCP Strategic Commissioning Plan places a significant level of emphasis on the need for services and support to intervene early to prevent later, longer term issues arising. It aims to enable people to manage their own care and support by taking control and being empowered to manage their situation. Where this is not possible, our aim is for services to target resources where they are needed most, reducing ill health and deterioration, and ultimately reducing health inequalities.

Commissioned services are instrumental at stepping in at an early stage and intervening prior to a person reaching crisis and preventing difficulties escalating or requiring statutory services. The level of quality maintained by providers and other commissioned services, for example, our third sector service level agreements is vital to the provision of health and social care within Perth & Kinross.

3.18.2 Care Homes

Perth and Kinross has a comparatively higher number of care homes per person than any other local authority in Scotland with 41 Commissioned Care Homes in which we purchase placements. There are 1470 Care Home placements available, a mixture of small independent homes and large care home chains, providing care and support to older people, people with a mental health condition and those with a physical and or a learning disability.

COVID-19 has had an enormous impact on the Care Home sector and caused a range of complex issues for homes and meant that they have been under sustained and considerable levels of stress. COVID-19 is highly contagious and as such has meant staff on the whole have had to rapidly upskill and continue to adapt to changing policy and instruction both locally and nationally on a regular basis.

In order to cope during the pandemic, the Enhanced Care Home Team was established – this team is dedicated to Care Homes to help navigate the pandemic and to respond with urgency to outbreaks within the sector. In the longer term the team will contribute to wider strategic improvement within older people services, as a point of contact and a pivotal role in taking forward improvements in relation to flow and overall management of older people's health and wellbeing.

A Perth and Kinross Care Home Oversight group (inclusive of the Health and Social Care Partnership, Health Protection, Scottish Care and the Care Inspectorate representatives) was formed and met daily from mid-May. Daily reporting of data, care home visits, testing, PPE and staffing are considered, and the compilation of a daily exception report are all used to facilitate decision making to support care homes and coordination of the most appropriate support teams. Daily reports were provided to senior officers including the Council's Chief Social Work Officer.

All Care Homes in Perth and Kinross have received two Assurance visits, the first between June and August 2020 and the second over February and March 2021. Overall, the visits have been positive with some excellent examples of practice identified. As the pandemic has progressed so has our learning, in addition national guidance has altered. Care Homes have coped well with the rapidity and regularity of change that has occurred. Issues identified were predominantly in relation to Infection, Prevention and Control (IPC) and the need for a clinical environment within a home environment. This has been a recurring theme. The support of Public Health and the IPC Nurse team has been invaluable. Managers welcomed the visiting staff and were appreciative of the support given and the "All in it together approach".

A large number of Care Homes have experienced outbreaks at different times and only a few were overwhelmed by the impact of such an outbreak. Where this did happen the Health and Social Care Partnership stepped in and allocated staff to work alongside the Care Home, they delivered frontline care and support, healthcare provision, clinical and managerial leadership and support to families and carers of residents within the Care Home.

A range of activities has been undertaken in relation to the Care Home workforce and online learning opportunities have been made available. A wellbeing webpage has been developed with access to opportunities available and a pathway of psychological support has been made available for those requiring more intense and personalised input.

3.18.3   Care at Home

We currently commission a total of 15 external Care at Home providers who provide support across the Self Directed Support options and across all localities. External Care at Home Options 2 and 3 currently employs, in the region of, 457 staff who deliver approximately 810 packages of care.

There are 584 Personal Assistants (Option 1) employed by 249 individuals who receive a Care at Home package of care.

Care at Home providers have worked tirelessly to sustain their services, they have changed and adapted in accordance with changing guidance, they have supported those most in need in our communities. We introduced the Enhanced Carer's Pilot - each winter the NHS faces pressure due to a rise in seasonal illnesses and a worsening of chronic health conditions in our older population. Regular 'winter pressures' in 2020 were further impacted by Covid demands and delayed discharges from hospital to care at home services began to increase at an earlier stage than normal.

This short 'test of change' was designed to provide a 'step up' and 'step down' from hospital type service, supported by regular and more in-depth contact with individuals either at

home or in hospital. The Enhanced Carers provide an intense level of support for a short time and would also link individuals to other community-based resources which could be sustained for a longer time.

COVID-19 has impacted on what the Enhanced Carers were able to do. For a while, their focus moved to prevention of admission to hospital but as restrictions on footfall within hospitals lifts this is shifting back to hospital discharge.

3.18.4   Supported Living Projects

Supported Living Projects work with a diverse range of individuals, including people with a learning disability, autism spectrum condition, mental health condition or forensic need. We have 16 supported living projects supporting 74 individuals across all localities within Perth and Kinross. In addition to this we commission individual packages of care and support in people's own home, again there is a large variation in the size of these packages, of which there are in the region of 140 packages of care. The majority of current specialist supported accommodation units in Perth & Kinross support people with learning disabilities and/or autism/complex needs. There are currently 388 staff employed by supported living providers.

Providers within our Supported Living projects have continued to deliver as normal a service as possible. Access to activities has been limited and this has caused frustration to some, those who would normally attend a day centre, or a supported workplace found themselves with large gaps in their day which Providers then worked creatively to find meaningful alternative activities.

One Provider has developed the Woodlands Wanders Club by securing additional external funding. They have developed 3 specific John Muir Awards and specific programmes to support individuals with Learning Disabilities and/or Autism to work towards gaining awards in outdoor community settings for example Kinnoull Woodlands and local green spaces. These activities have provided people with the opportunity to re-connect with each other and have a shared goal which is conservation in their local community promoting active citizenship within the group.

3.18.5   Service Level Agreements (SLA)

There are 25 different organisations who work across all service user groups via Service Level Agreement (SLA) providing a wide array of services for every service user group including day care services; helping people to navigate services; support (advice, information, buddying); providing opportunities for people to lead active and healthy lives; provide social opportunities; non health related practical support (repairs, shopping, transport); providing a voice for particular groups or communities; providing specialist knowledge of a particular condition.

Services have had to radically change their delivery model and prioritise those most in need. Our partners have continued to provide a range of essential support services, providers have been flexible and adaptable, adopting new ways of working, embracing digital solutions where possible. Providers have risk assessed and prioritised those most in need, ensuring that the most vulnerable people are getting the support they need.

3.18.6   Employment Support Team

The Employment Support Team (EST) offers employability related support to people facing additional challenges to prepare for, find and maintain employment. People aged 16+ who have additional challenges as a result of mental ill-health, learning disabilities, acquired brain injuries, autistic spectrum conditions or those affected by drugs and alcohol are eligible to access the supported employment service.

A remote service was delivered throughout the pandemic and all service users were contacted regularly by their named worker. Face to face support has been available throughout the pandemic if required. A Remote Employability Hub was developed to support job seekers. The Employment Support Team supported 148 individuals with mental ill health, learning disabilities, acquired brain injuries or autism spectrum condition to move through at least one of the employability pipeline stages. Going forward a blended model of support will be available. Individuals furthest from the job market will be prioritised for specialist support to engage in paid employment.

> **Case study – Employment Support**
> *Claire is employed as a Kitchen Assistant in a local school and enjoyed working at the school and serving the pupils their meals every day and working as part of a very busy team. Claire required support from the Employment Support Team with Independent Travel when she started working. Due to COVID-19 and schools closing, Claire could no longer work at the school and spent time during lockdown with parents. On returning to work, Claire was out of character and confused while in the work environment.*
>
> *Claire was admitted to hospital and prescribed medication which helped improve her mental health and she was also diagnosed with diabetes during her hospital stay. Throughout this time, the Employment Support Worker kept regular contact and Claire returned to work in March 2021. Along with the Employer's support and Employment Support worker, Claire has been back at work for five months and continues to do well and receives regular support from Mental Health Services and attends Diabetic Clinic.*

3.18.7   Technology Enabled Care (TEC)

Technology Enabled Care (TEC) is the use of technology to provide health and social care services to people in their own homes, or near to home, helping people to live independently and safely. TEC has played an essential role in ensuring continued delivery of Social Work and Social Care services during COVID-19.

The TEC Team has worked hard to optimise the use technology through the active engagement with staff, carer, and service users via online interactions, face to face meetings and web presentations. The key focus has been on increasing information sharing and improving accessibility to resources. For example, a virtual tour of the Smarflat, which contains working examples of TEC equipment, was developed.

During COVID-19 there has been a steady increase in demand for 'NearMe' virtual meetings and consultations. The expansion of licencing criteria enabled Social Work and Social Care to further use the consultation tool and continue the delivery of essential services.

Mobile working for HART (the reablement service) has been introduced. Care plans and rotas are now sent to workers' smartphones rather than paper copies. This has dramatically increased the efficiency of the service.

Remote access to the Community Alarm control room systems was implemented. This enables call handlers to work from home to reduce the risk of contracting COVID-19 and/or self-isolating. This has helped ensure the continued delivery of the service.

The turnaround time for the installation of Community Alarm devices increased to 8 days during lockdown, however, did not exceed the target of 10 days for installation. With the easing of restrictions and streamlining of internal processes this has now reduced further to under 4 days. The target for emergency installations withing 48 hours has been met throughout 2020-2021.

Perth and Kinross is part of the Analogue to Digital telecare pilot and achieved the Bronze award in recognition of progress to date. A fully digital service will improve the reliability and quality of service to clients. The analogue to digital programme will continue over the

next few years to refresh all analogue devices used by our 3,600 service users across P&K.

3.18.8   Transitions

The Transition Team works with young people with learning disabilities and autism and their families to help them negotiate the transition into adulthood. Support for transitions is provided for as long as is necessary to ensure the correct support is in place to meet outcomes and that this can be maintained. Young people have historically been supported to remain at home, move into their own tenancies, access day opportunities, both internal and external or community-based resources. The team is currently supporting 75 young people at varying stages of their transition.

Initially due to the pandemic staff within the Transition Team was unable to progress with any transition planning, especially for those who were due to leave school in the summer 2020. This lack of ability to offer any meaningful transition planning impacted significantly on the young people and their families, leading to increased anxiety and fear of the future. Staff continued to communicate regularly with the young people, families, and schools during the first lockdown to provide support and where possible, provide updates. Assessments continued virtually and as soon as changes to guidance were made staff recommended face to face visits both to young people's homes and schools.

Staff have worked closely with schools, young people and families and have adapted their transition planning to comply with the relevant guidance which was in place during each stage of the pandemic. Access to services such as day opportunities and college has been limited, with building-based day opportunities only becoming available from April 2021, for existing service users only. This has meant that staff have worked with families to look at alternative ways of providing support, including outreach, virtual day opportunities and college and small packages of 1:1 support to enable young people to get 'out and about' within their own communities.

An additional Social Worker post was deployed to support the Transition Team to address the increase in workload which has come about as result of the pandemic, and to ensure the young people and their families were provided with support that was required at a time of uncertainty. Despite the challenges all young people leaving school after the 2020/21 academic year had support confirmed for the summer and provisional plan for ongoing support from the autumn.

Numbers of young people supported by the Transition Team is shown in the table below:

Table 45: Number of young people supported by Transition Team

Year	No of Young People	*GOFAs to be Completed	Planning	Planning due to Covid	Review
2019/20 leavers	16	0	0	16	16
2021 leavers	24	2	22	0	24
2022 leavers	21	5	16	0	0
2023 leavers	12	12	0	0	0
2024 leavers	2	2	0	0	0
Total	**75**	**21**	**38**	**16**	**40**

GOFA – Generic Outcome Focussed Assessment

The Transition Team is included in the scope of the 'Complex Care Transformation Programme' to improve support for people with autism and/or a learning disability who have complex support needs. This programme will continue to be developed during 2021/22.

The team is involved in the development of new transition pathways as well as a transition information website and pack which meets with the 'Principles into Practice (Good

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Transitions 3)' guidance which has been developed by the Scottish Transition Forum. There is currently a 2-year pilot and Perth and Kinross is one of the authorities undertaking the universal pilot.   This will inform the development of transition work moving forward.

4   Quality of Care and Support – Independent Scrutiny

4.1   Registered Services

Perth & Kinross Health and Social Care Partnership manages 10 in-house registered care services on behalf of the Council: Blairgowrie, Strathmore, Gleneagles, Kinnoull and New Rannoch Day Centre all provide Day Services. Parkdale Care Home and Day Care Service, Dalweem Residential Care Home, the Supported Living Team for Adults with Learning Disabilities and the Home Assessment and Recovery Team (HART).

Inspection activity to HSCP services during the 2020-21 year was adjusted in light of COVID-19, and the inspections which took place had a primary focus on pandemic response. The Care Inspectorate paused inspections to our Registered Services and conducted COVID-19 specific inspections to Care Homes that had experienced an outbreak of COVID-19 or which were identified locally as having emerging issues.

4.2   Day Services

Learning Disabilities and Older People's registered day services were stepped down in March 2020 due to COVID-19. Outreach support was made available during this time to support people who would have attended day services. Initially this support was prioritised to those in greatest need and/or to prevent carer stress. Throughout the last year the service has been enhanced and extended to provide support to a wider group. Since May 2020, we have been providing a new virtual service which offers stimulating and engaging activities online for people. Many people have said they have enjoyed the virtual support, and some say they prefer it to attending in person. This has been taken into account and a blended model of building based, virtual and outreach support will be available ongoing.

The development of a Day Care/Day Opportunities Forum has also been beneficial to internal and external services. This has supported joint working and shared practice and has been effective in ensuring that all COVID-19, Health & Safety and Legal guidance is adhered to by internal and commissioned services in Perth & Kinross.

4.3   Care Homes

Dalweem and Parkdale Care Homes were closed to visitors and social distancing was brought into effect within the care homes for residents, as well as for staff at the start of the pandemic. Staff encouraged the use of ipads and mobile phones so that families could maintain contact. PPE was used as per Scottish Government guidance. Both care homes received two COVID-19 support visits providing assurance that residents were in a safe environment. Staff continue to social distance whilst on duty and are supporting the residents to stay in their bubbles within the Care Homes.

Neither Dalweem or Parkdale experienced high levels of sickness absence with only small numbers of staff having to self-isolate. Staff continue to be tested through PCR and LFDs and all staff and residents have been double vaccinated.

Care Homes continue to follow guidance on 'Open with Care' so that families can visit again safely. Residents are now able to go out with their families for trips in the car and for overnight stays. Activities such as exercise classes are now taking place and birthday celebrations. This has had a hugely positive effect on residents' mental health and general wellbeing.

4.4   Supported Living Team

The Supported Living Team (SLT) provides support to adults with a Learning Disability and/or Autism. The support delivered enables individuals to maintain their own tenancy within the community.

In response to COVID-19 and to ensure service users and families continued to receive support, SLT helped service users to purchase devices to enable them to engage virtually with family and friends and participate in virtual activities to support their health and wellbeing. Initially this was set up by day services who welcomed SLT service users to participate in weekly, online events. The SLT also created and implemented their own virtual activities that ran independently and provided engagement in the evening and at the weekends to further reduce impact of isolation.

The pandemic impacted on staffing levels. In the first few weeks of lockdown the service experienced a high rate of staff having to self-isolate.   The staff group responded to this challenge and all shifts were covered through people agreeing to work extra hours.

4.5   Complaints

Table 46: Number of Complaints as at 31 March

	Number of complaints				Number of complaints acknowledged on target			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Adult Services	14	18	25	11	12	18	24	10
Children's Services	10	9	15	9	10	9	15	8
Total	**24**	**27**	**40**	**20**	**22**	**27**	**39**	**18**

Social Work and Social Care Complaints

The findings of complaints are shared with relevant managers, to ensure that any lessons learned are shared.

This year, complaints handling had to be prioritised against the need to focus on business-critical areas and responding to emergency situations as a result of the pandemic. However, all complaints were screened to ensure that the issue was not something that needed an immediate response, and Service Users were kept updated as to the progress being made. A number of the complaints concerned issues related to:

- the COVID-19 pandemic, such as changes in service provision and use of PPE
- services provided to children and young people
- policy and procedures

5 Resources

Adult Social Work and Social Care	2018/19 £m	2019/20 £m	2020/21 £m
Net Recurring Expenditure	52.21	54.79	54.56

Services for Children, Young People & Families	2018/19 £m	2019/20 £m	2020/21 £m
Net Recurring Expenditure	18.07	18.47	18.40

Criminal Justice Services*	2018/19 £m	2019/20 £m	2020/21 £m
Net Recurring Expenditure	2.154	2.173	2.153

Criminal Justice Services is funded via Scottish Government grant

6 Workforce

In the initial stages of our COVID-19 contingency planning it was anticipated that during the pandemic we would experience staff shortages in areas of critical service need and it was likely that this would be accompanied by unprecedented demand for social work and social care services. In order to mitigate these risks processes for assessing service sustainability and deployment of staff into essential services were put in place. The Council's Gold Command Structure included a Bronze Group responsible for re-tasking staff to areas of priority. This was accompanied by very regular monitoring of staff absence and availability across all social work and social care services ensured. A Workforce Matching Unit was established to ensure minimum staffing levels. An interim 1 year Workforce Plan was developed for health and social care staff which had a focus on mitigating key staffing risks.

Safeguarding the wellbeing of staff is essential to the delivery of safe and effective social services. Resilience has been tested with the continued pressure of responding to the challenges of working through a global pandemic and attending to additional demands and complexities. Following on from a successful Staff Wellbeing Conference in Autumn 2020 a wellbeing champion has disseminated key messages about supporting mental and physical wellbeing and ways to access practical support.

Learning and Development Team

Our vision in Learning and Development (L&D) is for 'the best learning experience' and if there is something that stands out over the past year which has enabled this, its partnership working. The ability to work together with others to create opportunities for the workforce has been key to our L&D offer here in Perth and Kinross. Exploring and learning during the time of a pandemic has brought its challenges, however, it has also brought a shift in thinking, an acceleration of online and digital opportunities, as well as connections and sharing, all supporting the workforce at a time when face to face has not been possible. This will expand options for learning and offer more choice in the future.

L&D supported the re-tasking of the workforce, and our external website enabled a quick response. We worked together with our health partners and developed a learning programme to support re-tasked workers, PK Learning & Development - COVID-19 LEARNING CONTINGENCY. As well as supporting re-tasked workers through a digital learning programme, which we have used throughout the 2nd and 3rd waves, we also enabled more than 170 re-tasked workers with an adapted face to face Manual Handling session, also digitally supported by our previously designed Manual handling website Easy Manual Handling | Home. Web-based resources showed increased in traffic, not only within P&K, but they were also being accessed nationally.

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During this time, we also collected some stories of care, PK Learning & Development - Essential Learning and Development and we were asked to share these with the Scottish Government who were interested in workforce experience during the pandemic. This further highlighted the need to ensure the wellbeing of our people too. This was increasing during the 3rd wave (including our care home partners, who we have supported as a partnership response following their covid experience) and led to the development of wellbeing signposting, resources and access to support, PK Learning & Development - Spaces for Listening, PK Learning & Development - Health & Wellbeing Resources.

Our work environment went from being a physically closely connected team, to each other and the SW teams, to homeworking. We worked together to find ways to support each other, using daily team time for a chat as we would have in the office, monthly catch ups, monthly team meetings and catching up for a Teams calls for tea breaks. We used Teams for supporting NQSW forums, ASP and AWI forums, coaching, reflective conversations, supervision/group supervision, assessment, development time and tried to adapt our needs to the digital context. We also recruited and inducted digitally into L&D roles during this time. We do hear though that people really want to get back into a room now physically and we feel this too.

Prior to the pandemic, we were supporting SVQ candidates and Social Work students and during the first wave, student placements were suspended and the SVQ candidate progress reduced due to limitations and capacity for learning at a time of crisis. This initiated development for these areas. We started to work with SVQ candidates online, using digital methods such as Learning Assistant, creatively supporting observations with Witness Testimonies, and purchased digital resources to support candidates' studies. The SQA External Verifier's report, May 2021, stated that the outcome of their visit was "High Confidence" in the delivery of the awards – candidates' work was of a high standard and candidates reported a high level of support and guidance from our SVQ L&D Officers.

Accredited Learning

Table 47: Learning and Development

Practice Learning:	
Social Work Students	Placements were suspended in March 2020 due to Covid-19 and were resumed in August 2020. From August 2020 - March 2021, 9 students from 3 universities had placements. 2 were staff on the Distance Learning SW degree.
HNC Students	Placements were suspended due to Covid-19. Placements are planned to resume Autumn 2021-Summer 2022
Newly Qualified Social Workers	As at 04.08.21 there are 18 NQSWs in PKC – 11 in HSCP and 7 in Children's Services
SVQ Candidates	**SVQ in SSHC @SCQF level 6** – 8 active/ 4 completed **SVQ in SSHC @SCQF level 7** – 8 active/ 1 completed **SVQ in SSHC @SCQF level 9** – 5 active/ 1 completed **L&D9DI –** 1 active (member of L&D working towards SVQ Assessor award to increase capacity and meet development goals)

After the 1st wave and into the 2nd wave we worked with Universities and Practice Learning colleagues nationally to resume placements. We worked with our great teams here in Perth and Kinross to creatively design student placements and worked collaboratively for what was a different and yet engaging experience. An evidence-gathering tool was developed by one of our Practice Educators (PE) which has been adopted by Stirling University and

accepted as a method of reporting the final assessment by Dundee University. This supports students to evidence practice, reducing the PE's load. We have accessed national funding to support students digitally.

As a team we have adapted in many different ways during the last year, including, members of the team being re-tasked into different roles, including, Manual Handling, re-tasking learning and admin, care homes, the vaccination programme and community volunteering. We also had the joy of two people from elsewhere in the organisation working with us to support the admin around re tasking. A great team and we were grateful for the support.

We have also been excited by the partners we have collaborated with to develop our learning offer. We have partnered with our health colleagues, 3rd sector, Independent sector and this has created fantastic opportunities such as PK Learning & Development - Adults With Incapacity Online, PK Learning & Development - Harmful Practices , PK Learning & Development - Learning about Autism and many more. It has been a time too, to consider our learning and development within the team, so we have supported, facilitation development, a member of team on a digital learning qualification, Made on a Mobile sessions, Service Design programmes, as well as Insights facilitation to support the P&K Offer development. Our key challenges have been and are in relation to:

- Capacity within the team, Practice learning, SVQ and Manual Handling
- Online induction into the team of 3 new members
- IT skills of SVQ candidates – Assessors need to support with IT as well as SVQ
- L&D Team skills update in relation to digital learning
- Learners missing face to face
- Homeworking – Challenges in relation to collaboration and connectedness

However, we continue to be committed to our workforce and explore opportunities such as:

- We have been provided with £34,000 of funding to support an additional member of staff through the Mental Health Officer programme. This money will also be used for backfilling for the SW post while the Social Worker is attending the course.
- We are working with ASW&SC on the development of a learning framework, within a learning culture and supporting learning through NQSW and onwards. We have submitted an application for funding to be part of an early implementation project for the NQSW supported year.
- We have been recently selected as part of a collaborative in relation to the redesign of day services. This is supported by Healthcare Improvement Scotland and is alongside 3 other HSCP's PK Learning & Development - Learning about Autism
- Application for a Kickstart placement with Skills and Employment Initiative - for our Digital Development
- Partnership Learning and service/team development

Case Study

HOW DID COVID-19 IMPACT LEARNING?

Practice learning makes up 50% of the assessed learning on Social Work programmes. The national decision to cease all practice placements in March 2020 created challenges for students to meet the requirements of their course and gain the necessary practice experience to support them as NQSWs. The challenge was to create solutions for resuming practice learning, safely and effectively by August 2020. We contributed to this work, designing changes to learning in practice and assessing students, considering changes in the work environment and contact with service users as a result of Covid-19 restrictions. This has supported the through-flow of NQSWs for recruitment.

WHAT DID WE DO TO RESUME PRACTICE LEARNING?

The HSCP L&D Team are responsible for practice learning across PKC. We worked with our Practice Educators and Link Workers locally, and with the Social Work Education Partnership (SWEP) representatives, HEI leads, SSSC representatives and colleagues in other placement-providing agencies, nationally. We asked what practice looked like for our staff and how that could provide sufficient learning opportunities for students. With our PEs, we identified the pain-points in assessing and supporting students and developed ideas about how to reduce the workload to promote placement offers. We fed this into the national and local work groups, contributing to the development of risk assessments, options for the facilitation of supervision and direct observations online and the creation of an Evidence Gathering tool (EGT) to involve placement teams in supporting the student to gather evidence of progress from a range of supporters and stakeholders.

The EGT has been incorporated into the Stirling University assessment process and has been adopted by Dundee University. We co-developed an assessment for child protection competence with the University of Dundee; developed a student group-learning programme linked to the Standards in Social Work and identified and supported PEs and experienced practitioners to lead some of the group sessions. We recognised the need to keep students connected whilst engaged in hybrid work patterns and working from home. The group learning allowed for peer support and the use of Teams supported online spaces for the students and for PEs and LWs to have peer support.

We offered more placements in this period than in the same period the previous year. Feedback on the use of the EGT by students and PEs at Stirling University was positive regarding placing the onus of evidence gathering on the student rather than the PE, encouraging Link Workers to provide feedback on evidence presented by the student and incorporating service user feedback. Practitioners enjoyed their learning sessions with the student group and gained confidence in sharing their knowledge. Students appreciated this opportunity to learn from a range of SWs, during a more restricted placement.

Child Protection

Over the last year, the COVID-19 pandemic and containment measures prevented us from delivering face-to-face inter-agency training, resulting in all such training being paused since March 2020. The CPC rapidly responded, taking an innovative approach by updating and adapting learning and development opportunities to ensure they remained relevant and accessible to the changing needs of the inter-agency child protection workforce. Throughout the last year, we have continued to embrace new technologies to create a more flexible blended approach to our inter-agency learning and development programme. We have delivered live webinars, created short learning films and invested in new software to expand our range of interactive Online Learning Resources; allowing busy practitioners to learn at a time, pace and place convenient to them; whilst ensuring relevance to the general contact workforce; specific contact workforce and the intensive contact workforce and in compliance with National Guidance.

CPC inter-agency child protection learning and development opportunities and resources continue to be delivered within the existing budget and free-of-charge at the point of delivery. We continue to collate evaluation reports which evaluate our training opportunities very highly. The CPC fully intends to recommence its face-to-face inter-agency training when safe to do so. The charts below show changes to the CPC inter-agency child protection staff learning and development opportunities delivered from March 2020; by way of Webinars and Online Learning Resources:

Table 48: Child Protection Webinars
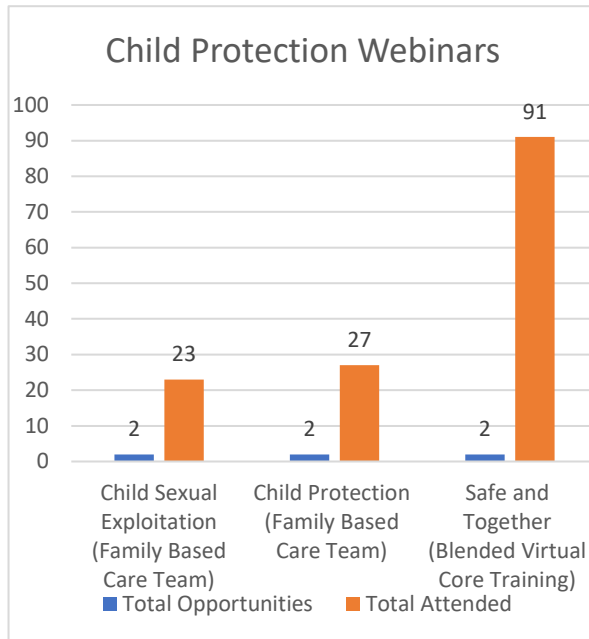
Table 49: Online Staff Learning & Development Opportunities

Child Protection Webinars

	Total Opportunities	Total Attended
Child Sexual Exploitation (Family Based Care Team)	2	23
Child Protection (Family Based Care Team)	2	27
Safe and Together (Blended Virtual Core Training)	2	91

Online Staff Learning & Development Opportunities

	2019 / 2020	2020 / 2021
Child Protection OnLine Module	2,166	1,414
Getting it Right for Every Child (GIRFEC) OnLine Module	1,941	1,030
Adult Support and Protection OnLine Module	1,675	784
Total	5,782	3,228

Table 50: Child Protection Learning Opportunities
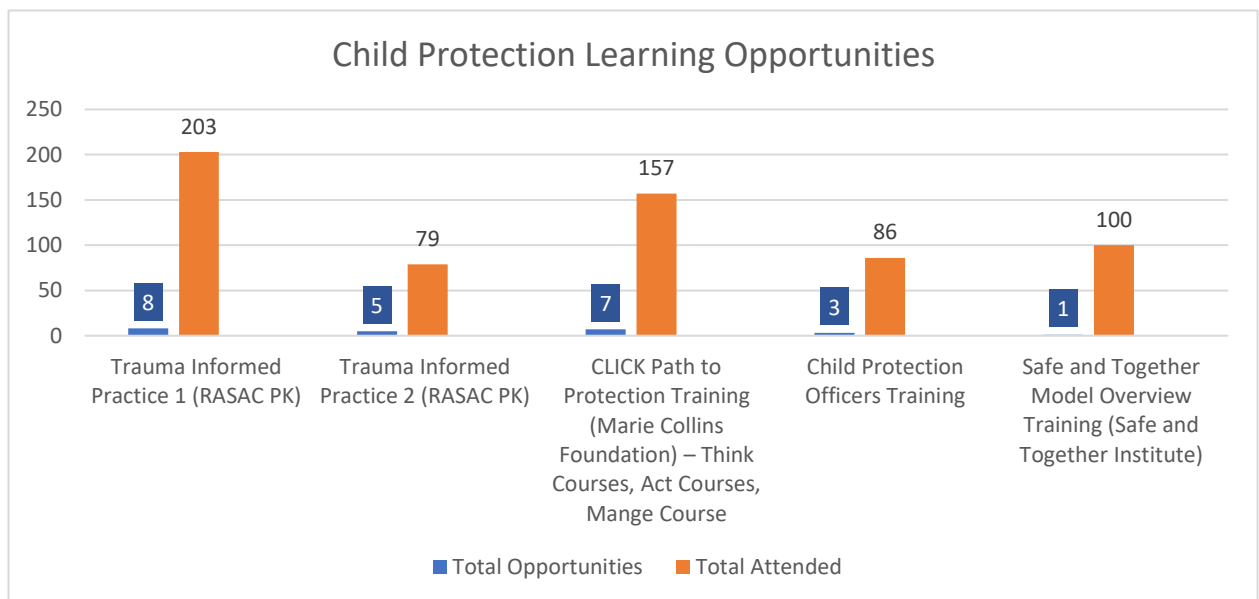
Child Protection Learning Opportunities

	Total Opportunities	Total Attended
Trauma Informed Practice 1 (RASAC PK)	8	203
Trauma Informed Practice 2 (RASAC PK)	5	79
CLICK Path to Protection Training (Marie Collins Foundation) – Think Courses, Act Courses, Mange Course	7	157
Child Protection Officers Training	3	86
Safe and Together Model Overview Training (Safe and Together Institute)	1	100

In October 2020, TRIC PG5, organised a virtual Tayside Chief Officers Group Leadership Event to share Dr Vincent's research findings into ICRs and SCRs. This provided a forum for considering how this research informs our agenda for continuous improvement, shared leadership, and vision for protecting children over the next three years and to
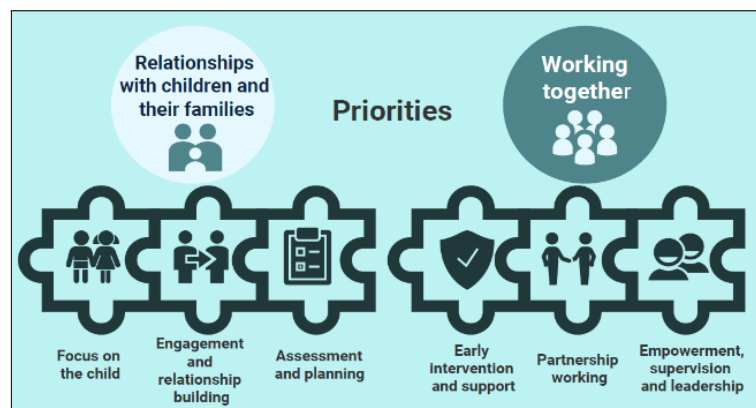
consider the shared approach to workforce development for staff working across children's services.

35 Senior officers from across Tayside attended this event and following a presentation from Dr Sharon Vincent delegates were able to discuss the research findings and refine the priorities for multi-agency workforce development. This has now led to the development of six Priorities for Practice under the themes of Relationships and Working Together. A workforce development programme has commenced with groups of frontline practitioners and managers working with each other to devise learning and development opportunities which will best meet their needs. This programme aims to enhance leadership, change culture, ethos and day-to-day working practices to deliver better outcomes for unborn babies, babies, children, young people and their families.

Glossary

AAASG	All Age Autism Strategy Group
ADP	Alcohol & Drugs Partnership
AP	Adult Protection
APC	Adult Protection Committee
APCC	Adult Protection Case Conference
ASC	Autism Spectrum Condition
ASD	Autistic Spectrum Disorder
ASP	Adult Support and Protection
ASIST	Applied Suicide Intervention Skills Training
BAAF	British Association for Adoption and Fostering
BMIP	Business Management & Improvement Plan
BPD	Borderline Personality Disorder
CAB	(Perth) Citizen Advice Bureau
CAMH	Children and Adolescent Mental Health
CCR	Child Concern Reports
CELCIS	Centre for Excellence for Children's Care and Protection
CHD	Chronic Heart Disease
CHP	Child Health Partnership
CJA	Criminal Justice Authority
CJOIP	Community Justice Outcomes and Improvement Plan
CJS	Criminal Justice Service
CJSW	Criminal Justice Social Work
CLD	Community Learning & Development
CMHT	Community Mental Health Team
COG	Chief Officer Group
COPD	Chronic Obstructive Pulmonary Disease
CPO	Child Protection Order
CPCC	Child Protection Case Conference
CPP	Community Planning Partnerships
CPO	Community Payback Order
CPR	Child Protection Registration
CSA	Child Sexual Abuse
CSE	Child Sexual Exploitation
CSP	Children's Services Plan
CSO	Compulsory Supervision Order
CSWO	Chief Social Work Officer
CYP&FP	Children, Young People and Families' Partnership
CYRO	Children and Youth Rights Officer
ECS	Education & Children's Services
EDC	Emergency Detention Certificate
EFQM	European Foundation for Quality Management
ESF	European Social Fund
FYI	Fun Young Individuals
FLR	Front Line Resolution
GP	General Practitioner
GDPR	General Data Protection Regulations
GIRFEC	Getting It Right for Every Child
H&SCI	Health and Social Care Integration
H&SP	Health & Social Care Partnership

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HART	Home Assessment ad Recovery Team
HEAT	Health Improvement Efficiency Access to services and Treatment
HMP	Her Majesty's Prison
HRARG	High Risk Adult Referral Group
IAPK	Independent Advocacy Perth & Kinross
ICR	Initial Case Review
ICSP	Integrated Children's Services Plan
IDART	Integrated Drugs and Recovery Team
IJB	Integrated Joint Board (for Health and Social Care)
ILG	Independent Living Group
IRD	Inter-Agency Referral Discussion
IRF	Integrated Resource Framework
IRISS	Institute for Research and Innovation in Social Services
ITT	Independent Travel Training
LAC	Looked After Children
LinCS	Locality Integrated Care Service
LSI	Large Scale Investigations
MA	Modern Apprentice
MAP	Multi-Agency Plan
MAPPA	Multi Agency Public Protection Arrangements
MASG	Multi Agency Screening Group
MEAD	Minority Ethnic Access Development Project
MECOPP	Minority Ethnic Carers Of People Project
MHO	Mental Health Officer
NHS	National Health Service
NPS	New Psychoactive Substances
NRS	National Records of Scotland
OT	Occupational Therapy
OWLS	One-Stop Women's Learning Service
PAN Tayside	Perth, Angus and Dundee Councils across Tayside
PB	Participatory Budgeting
PG5	Priority Group 5, Tayside Regional Improvement Collaborative
PKAVS	Perth & Kinross Association of Voluntary Service
PKC	Perth & Kinross Council
PRTL	Post Registration Training and Learning
RASAC PK	Rape and Sexual Abuse Centre Perth and Kinross
REACH	Resilient; Engaged; Achieving; Confident; Healthy
ROSC	Recovery Oriented Systems of Care
SCR	Significant Case Review
SCRA	Scottish Children's Reporter Administration
SIMD	Scottish Index of Multiple Deprivation
SDS	Self Directed Support
SLA	Service Level Agreement
SMHFA	Scotland's Mental Health First Aid
SMART	Specific, Measurable, Achievable, Realistic and Time-bound
SMT	Senior Management Team
SOHCG	Strategic Oversight of Care Homes Group
SPS	Scottish Prison Service
SQA	Scottish Qualifications Authority
SSSC	Scottish Social Services Council
START-AV	Short-Term Assessment of Risk and Treatability: Adolescent Version
STDC	Short-Term Detention Certificate
SUSE	Scottish Union for Supported Employment
SVQ	Scottish Vocational Qualification
TCA	Tayside Council on Alcohol
TCJA	Tayside Criminal Justice Authority
TEC	Technology Enabled Care
TISS	Tayside Intensive Support Service
TRIC	Tayside Regional Improvement Collaborative
TSMS	Tayside Substance Misuse Services
UBB	Unborn Baby
VPR	Vulnerable Person Reports
VPD	Vulnerable Person's Database
YTS	Young Carer Statement

Perth & Kinross Council Chief Social Work Officer's Annual Report 2020-21

"Our staff are using their full range of skills and experience, together with the resources of people in local communities to support people to lead active, independent and healthy lives in their own communities".

*As part of the **Go4Gold** awards – with the theme of **our natural world**, this collage prepared by care home residents really shows their fabulous outdoor space and how it was being used during the pandemic.*

PERTH AND KINROSS COUNCIL

15 December 2021

Climate Change Strategy and Action Plan Report
.
Report by Executive Director (Communities)
(Report No. 21/245)

PURPOSE OF REPORT

This report provides an update on the climate action progress made since the Council approved the Interim Climate Emergency Report and Action Plan published in December 2019. It also provides a summary of public engagement undertaken and the latest emissions update. Based on this evidence, the Climate Strategy and Action Plan has been developed for approval.

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1.   BACKGROUND / MAIN ISSUES

1.1.   In December 2019, Perth and Kinross Council approved an Interim Climate Emergency Report and Action Plan (Report No 19/362 refers). This highlighted the Intergovernmental Panel on Climate Change (IPCC) concerns in relation to keeping the global average temperature rise below 1.5°C, which has been also reflected at COP26.

1.2.   Perth and Kinross Council has a legal responsibility for emissions reductions and climate resilience both within the Council's operations as well as across the entirety of Perth and Kinross. As such, the Climate Change Strategy and Action Plan covers the identified necessary actions for the Council to undertake for both areas. The Council agreed, at its meeting on 6 October 2021, to establish the Perth and Kinross Climate Change Commission (Report No. 21/142 refers). Once the Perth and Kinross Climate Change Commission is fully established, this will shape further development or iterations of the roadmap through coproduction, guidance and feedback.

1.3.   As has most recently been highlighted by the discussions at, and surrounding COP26, to keep the global average temperature rise below 1.5°C dramatic emissions reductions are required by 2030. To ensure Scotland plays its role in meeting this, the Scottish Government has set a 75% emissions reduction target by 2030.

1.4.   In addition, the Council has also signed up to a number of initiatives. By becoming signatories to the Covenant of Mayors, the Edinburgh Declaration and the Glasgow Food and Climate Declaration (Report No. 21/209 refers), the Council has enhanced its commitment to taking its responsibilities seriously.

1.5.   This report is the follow-up to the 2019 Interim Plan and has been updated to include feedback from public engagement over 2020-21, policy and legislative

changes and further analysis of the current situation. As climate action is a rapidly changing environment and there are still many unknowns, this plan will need to be constantly evolving.

Legislation and targets

1.6.   The UK Climate Change Act 2008 sets the UK's approach to climate change and commits the UK Government to reach net zero greenhouse gases emissions by 2050. The Act also requires the UK government to produce a UK Climate Change Risk Assessment every five years in order to assess current and future risks and opportunities for the UK from climate change.

1.7.   Scotland has set more ambitious legislation in the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 which makes provisions about advice, plans and reports in relation to targets for the reduction of greenhouse gases emissions. This includes reaching net zero by 2045 and has set interim targets to reduce net emissions by at least 56% by 2020, 75% by 2030 and 90% by 2040 compared to the baseline year (1990) respectively.

1.8.   Supporting the new targets set by the Act, the Scottish Government published its Climate Change Plan Update in 2020. "Securing a green recovery on a path to net zero: climate change plan 2018 – 2032 update" sets out the pathway for a green and just transition to net zero in achieving Scotland's climate change targets.

1.9.   In addition to setting new emissions reduction targets, the Act also placed a duty on Scottish Ministers to act on climate change adaptation and prepare a programme of action. The second Scottish Climate Change Adaptation Programme (SCCAP2) was launched in 2019 and addresses the risks set out in the UK Climate Change Risk Assessment 2017 to help Scotland prepare for the impact of climate change. An annual report on SCCAP is also required under the provisions of the Act and the first progress report was published in 2020.

1.10   The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 has also given local authorities the duty to ensure their local authority areas decarbonise in line with the Scottish Government Target; are resilient to the impacts of climate change; and promote sustainable development. Compliance with this means climate change should be considered at the heart of every council decision, as well developing new streams of activity.

Update on Interim Plan

1.11   The Interim Climate Emergency Report and Action Plan had five thematic areas – transport; energy and buildings; waste; land use; business and industry. Unfortunately, the onset of the Covid -19 lockdown, three months after the approval of the Interim Plan, has impacted upon the pace and scale of delivery of the Plan and, consequently, this update. However, to date we have delivered, or made significant progress on, a number of our actions. These are helping reduce emissions and making our people, places and properties more resilient to the effects of a changing climate. They are also

improving our understanding and awareness of what is happening, and is likely to happen, as a result of climate change, as well as how we can work together to make the changes required. A selection of actions include:

- developing a co-ordinated community engagement programme and toolkit to raise awareness and support our communities in making changes to move to a more sustainable way of living
- developing a Food Growing Strategy
- funding a research study into the carbon sequestration potential of Perth and Kinross with the James Hutton Institute
- developing a knowledge sharing and awareness raising programme linked to COP26, which includes a schools art competition, sessions for the Fun Palace Event at Perth Theatre, the Zero Emissions Bus Tour, and pop-up shops and events hosted across our area
- developing an online staff training module on climate change
- developing a dedicated website for climate change
- using alternative ICT solutions for working and attending meetings and events remotely
- progressing the development of active travel routes in the Dunkeld Road Corridor
- securing Scottish Government funding to accelerate development of the Local Heat and Energy Efficiency Strategy (LHEES) programme and delivery plan.

1.12 The Interim Climate Emergency Plan also set the foundation for this updated Climate Change Plan. This work has been undertaken through a range of means, including:

- the establishment of thematic Officer Climate Change Working Groups and an internal Climate Change Board;
- updating our data and information (including the most recent key messages and statistics coming out of national updates, policy, programmes and strategies;
- monitoring trends;
- assessing risk;
- working with the Perth City Leadership Forum and major employers in our area on a coordinated commitment to addressing Climate Change;
- identifying skills and training gaps across different sectors;
- promoting our online training;
- undertaking public engagement with our citizens and young people to understand their views and what changes they would like to see;
- establishing a Climate Change Commission;
- signing up to a number of climate change declarations.

1.13 All the work that has been done to date has formed the basis for the development of this updated Strategy and Action Plan. The lessons we have all learned as a result of the Covid-19 pandemic and the need to build back in a better, more just and greener way have also played an important part in its formation.

Feedback on public engagement

1.14 The planned primary climate change engagement was delayed due to Covid-19 from Spring 2020 and the process took place from October 2020 to January 2021. Engagement consisted of an online survey which was split over thematic questionnaires – (480 responses), and several online thematic sessions supported by the Perth and Kinross Climate Change network (over 240 attendees). The thematic areas are General (including domestic waste and resilience), Transport, Buildings and Energy, Business and Industry, and Land Use.

1.15 The overall results indicate that individuals across Perth and Kinross are concerned about climate change and its impacts. Almost all respondents (91%) believe that climate change has already impacted the environment around them. Some of the changes noted were extreme weather events including increased temperature levels over longer periods and increased flooding. Furthermore, the concern of respondents in relation to climate change is also demonstrated by the fact that 84% had made lifestyle changes to minimise their impact on the environment. Examples given include reduced car usage and increased use of more sustainable and active travel methods (cycling and walking), as well as reducing single use products and increasing recycling.

1.16 Respondents are aware of the Scottish Government's targets in relation to climate change, with 88% of respondents feeling that Perth and Kinross should go beyond the Scottish Government in target setting. The need to set out a clear vision to reach net zero was supported by 63% of the total responses. The engagement survey feedback aligns with the national level of concern regarding climate change. The 2019 Scottish Household Survey highlights that there has been an increase in the percentage of adults in Scotland who agree climate change is an immediate and urgent problem, with 68% having this view.

1.17 Some overarching themes were raised by a large number of respondents. Almost 90% of overall respondents mentioned that PKC should lead by example and set its own targets. The need for the Council to work together with all stakeholders in its journey to reach net zero was also outlined as a key action. In addition, continuing to engage with the public and raising awareness was emphasised in over 80% of the comments received. The need for a trusted source of information in relation to climate change was also stressed extensively throughout the engagement process.

1.18 Detailed results on the engagement survey and comments received through the online sessions can be viewed in the Engagement Analysis (Appendix A).

Area-wide emissions across Perth and Kinross

1.19 Greenhouse gas emissions are classified into three scopes as shown in Figure 1 below. Scope 1 emissions are ones directly produced in Perth and Kinross and Scope 2 emissions are associated with the grid-supplied energy consumed by Perth and Kinross Council, businesses and residents. Scope 3

emissions are ones that are emitted outside of Perth and Kinross but generated to meet the needs of Perth and Kinross. Scope 3 emissions are reported separately from Scope 1 and 2 emissions to avoid double-counting. Appendix B provides further details of this along with detailed information about the emissions associated with Perth and Kinross Council.

Figure 1 Overview of Greenhouse Gas Emission Scopes
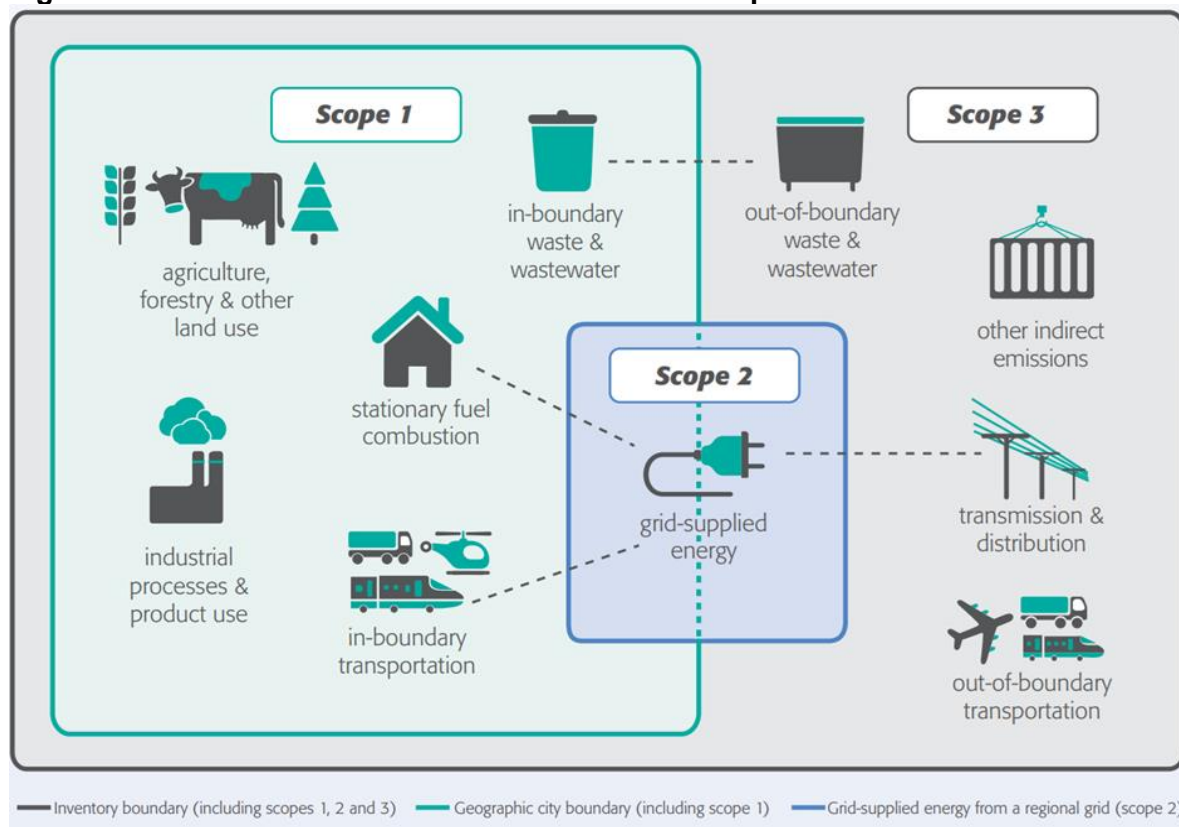
Source: C40 Cities, https://www.c40knowledgehub.org/s/article/The-Global-Protocol-for-Community-Scale-Greenhouse-Gas-Emission-Inventories-GPC?language=en_US Accessed on 18/11/2021

1.20   The latest available Business, Energy and Industrial Strategy (BEIS) emissions data (2019 recorded gross emissions of 1,089 kilotonnes of carbon dioxide (kt CO_2) for all activities in the Perth and Kinross area. However, this is offset by land use such as forestry, acting as a "carbon sink" which absorbs CO_2. Therefore, the balanced net CO_2 emissions by Perth and Kinross, contributing to climate change in 2019 were 953 kt CO_2.

1.21   953 kt of CO_2 equates to an annual reduction of 6.4%. This is better than the Scottish average of 3.2%, however it is below the annual 7.1% target needed in Perth and Kinross to meet the Scottish Government's 2030 target of 75% reduction against 1990 levels. This puts the Perth and Kinross emissions reductions from 1990-2019 at approximately 44%. There is a significant gap between this and the 56% Scotland-wide reductions by 2020 put into law by the Climate Change Act.

1.22   In 2019, 91% of Perth and Kinross area-wide emissions were identified as being within the Council's **scope of influence** (as defined by BEIS). Of the

91%, transport sector emissions accounted for 47%, domestic 29%, industry 13%, commercial 8% and public sector 3%. The remaining 9% of emissions outside the Council's scope of influence were from large industrial sites, railways, motorways and selected land-use.

Figure 2 Perth and Kinross area-wide CO2 emissions 2005-2019 (BEIS, 2021)

Perth and Kinross area-wide CO_2 emissions estimates - by sector (kt CO_2)
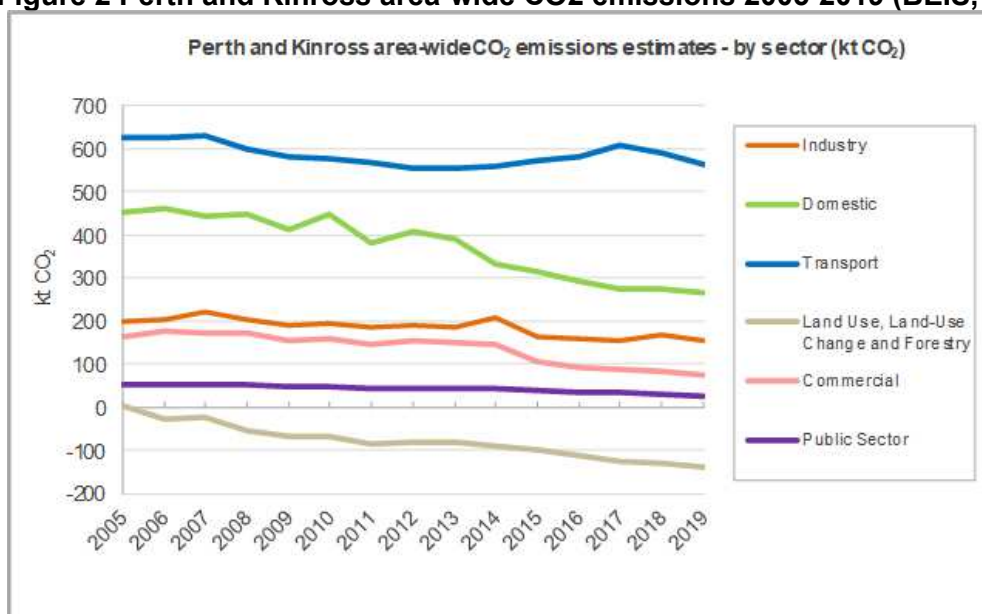
1.23 Across Perth and Kinross, there is a continued reduction in both total CO_2 emissions and per capita (per person) CO_2 emissions. This follows a trend across Scotland, although per capita emissions in Perth and Kinross remain consistently higher than the average across Scotland – with 2019 per capita estimates of 6.3t CO_2 for Perth and Kinross compared to a Scottish average of 5.7t CO_2. This is in line with other more rural local authority areas, including Aberdeenshire (6.5 t) and Angus (5.9 t).

Figure 3 Per capita emissions 2005-2019 (BEIS, 2021)

Per Capita CO_2 emissions estimates (t)
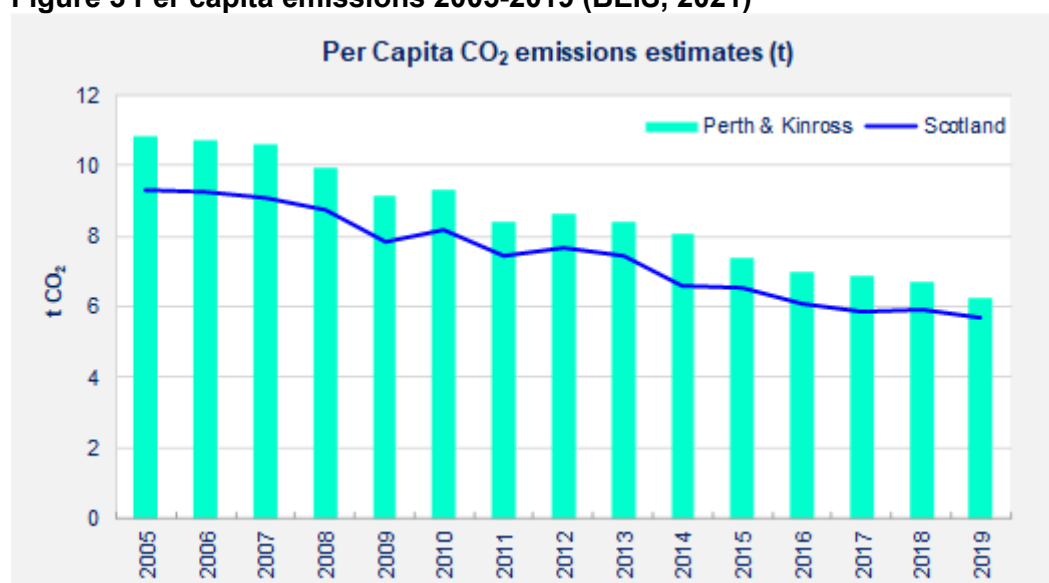
1.24 The organisational emissions from Perth and Kinross Council's operations are produced annually as part of the Public Sector Report on Compliance with

Climate Change Duties. The latest emissions figures (2020) showed a total Scope 1 and 2 emissions of 15.8kt CO2e. This showed a 25% reduction year on year in Scope 2 emissions (electricity), which is largely attributed to the closures associated with Covid-19. The Scope 1 emissions only had a small change (-4.9%) despite the closures, due to the increased heating and ventilation demands.

1.25 Further information on both Perth and Kinross area-wide and organisational emissions can be found in Appendix B.

Demonstrated impact of Covid

1.26 Covid-19 has had a significant impact on both area-wide emissions and PKC emissions that will be reflected in the 2020 and 2021 data when it is available – some are positive and some negative. Positive impacts include significant drops in vehicle numbers in 2020 and the first half of 2021, but are now up to pre-pandemic levels, even without full return to work, and public transport levels are significantly reduced. Both domestic and non-domestic energy demand are expected to go up and changes in shopping patterns have led to an increase in household waste and recycling volumes as well as an increase in recycling contamination rates.

1.27 One key aspect that the pandemic has demonstrated is that it is possible to mobilise rapidly and make the large-scale changes to the way that people live and work, as communities united to serve a common purpose. A similar level of behavioural transformation is, therefore, possible to take forward the climate change agenda.

2. **PERTH AND KINROSS CLIMATE CHANGE STRATEGY AND ACTION PLAN**

Climate Change Strategy

2.1 Six high-level principles have been identified as the pillars of the Council's approach to Climate Change:
   i)   achieving Net Zero aligned with the Paris Agreement and the Scottish Government Targets, with the ambition of achieving them sooner, subject to available resources
   ii)   building a more resilient Perth and Kinross
   iii) ensuring climate action is fair and benefits all and we deliver a green recovery to Covid-19
   iv)   enhancing biodiversity to help avoid an ecological emergency
   v)   engaging and empowering children and young people to take action on climate change
   vi)   empowering our communities and businesses to take climate action in line with the Perth and Kinross Offer

2.2 Under each of these pillars, strategic commitments have been identified for Perth and Kinross Council to provide clarity to partners, residents, businesses over what our Climate Change Offer is. We will also develop a specific

Climate Change Offer as a result of feedback from our residents and businesses, based on the model outlined within the Offer Framework.

2.3   Each of these pillars and strategic commitments is outlined in more detail within the Strategy document attached as Appendix C

Action Plan

2.4   To support the Strategy, a Climate Action Plan has been developed to translate the Council's strategic objectives and commitments into deliverable actions. Given the dynamic nature of climate policy, legislation and funding and the need for urgent action, the plan primarily focuses on the actions required in the near-term future, until 2024.   Key strategic longer-term projects have been identified as well, to help provide clarity over future action required.

2.5   The Action Plan has been broken down into eight thematic areas. The first five remain the same as those within the interim plan and are aligned with significant emissions sectors:
- transport
- buildings and energy
- business and Industry
- waste
- land use

2.6   Three further have been included in this updated plan:
- climate resilience – as a result of the Council's legal duty in this area
- education and engagement – to address behavioural change
- governance – to recognise the importance of clear governance and performance monitoring in delivering improvement.

2.7   The proposed Perth and Kinross Climate Change Strategy and Action Plan is provided in Appendix C. A roadmap for each theme can be found within the Strategy, with a detailed Action Plan provided in Appendix D. It is presented as a document for decision making, but it is intended that the final version will be an interactive web-based strategy. This approach will enable it to remain dynamic in a rapidly changing policy environment, as well as being more user friendly.

3.   THE FUNDING CHALLENGES

3.1.   Adapting to, and mitigating, the impacts of climate change present significant challenges for the Council, our partner organisations, residents and businesses. The UK Climate Change Committee's Sixth Carbon Budget (December 2020) indicated that a feasible path for the UK to meet its commitments requires average annual reductions in UK emissions equal to the total emission reductions achieved between 2012 and 2019. The Committee suggest this is clearly feasible, provided effective policies are introduced across the economy without delay. It estimates net costs of meeting the budget to be equivalent to less than 1% of GDP and so, to that end, climate investment needs to be dramatically scaled up. By 2030, across

Scotland there needs to be £5-6 billion investment annually, up more than 10 times current levels.

3.2. It is too early to provide a realistic estimate of the share of this estimated £5-6 billion cost across Perth and Kinross. It will, however, have significant implications for the use of the Council overall budgets, and in particular of key capital and revenue programmes around waste, transport, fleet, flood management and the non-domestic and domestic estate. This will not all be new expenditure as there may be options to redirect existing budgets.

3.3. In 2006, the Stern Report estimated that the cost of reducing carbon was $25/tonne while the economic cost of not acting was at least $85/tonne. Failure to take opportunities now to deliver future standards, when building or refurbishing our buildings, will lead to potential excessive retrofitting costs.

3.4. While the future challenges are significant, the Council is already investing significant resources in its revenue and capital budgets to adapt its estate to meet the demands of the climate change agenda. However, compared to the scale of investment required with the statutory intermediate targets, in or around 2030, there requires to be consideration by Council on the level of commitment and steps it is required to make in order to change our pace of action. Investment allocated to achieving net zero will be considered by Council, alongside consideration of its other priorities and financial challenges.

3.5. The Investment Blueprint for Perth & Kinross Council states that Council capital expenditure will be aligned with the vision and plan for a net zero and climate resilient Perth and Kinross. However, to accelerate to the necessary pace and scale, decisions will be necessary in relation to overall resourcing, particularly in relation to funding priority areas which are likely to deliver the best return on investment in our journey to net zero. It is anticipated that these will include supporting electric vehicle transition, developing a mobility strategy, improving the Council's built estate and supporting our communities to better understand and embrace the climate change agenda.

3.6. Current estimates of additional resources to deliver the action plan in Appendix Dis estimated to be approximately £6.0M in 2022-23 and £5.9M in 2023-24 across revenue, capital and HRA, including the external funding which has already been identified.   This this does not include costs for the delivery of key aspects such as retrofitting our council houses or properties. Prioritisation of key activities that can produce early impacts within the plan is underway to support the budget process.

3.7. Officers will also continue to explore all opportunities to deliver these key priorities and maximise external funding support. It is recommended that consideration of resourcing will be undertaken through the revenue and capital budgets process for approval by the Council on 23 February 2022.

3.8. One of the most significant challenges in future years will be around capital investment in reducing the carbon footprint of transport and our domestic and

non-domestic estate. In addition to the £11.9M identified for 2022-24, a further £29M of requirements for the period from 2024-2032 has already been identified. However, at this time, the full extent of the expenditure required is not yet known, however, it is likely to run into several hundreds of millions of pounds. Work is currently being commissioned to develop costed and prioritised programmes to address these challenging areas.

3.9. The Council has already invested significant capital resources to demonstrate its commitments to tackling the climate challenges that it faces. These have included:

- retrofitting energy saving measures in both our domestic and non-domestic property portfolios;
- beginning the transitions of the Council's fleet to electric vehicles;
- taking the opportunity to make improvements when planned maintenance is due and/ or replacing assets that deliver to net zero standards, most notably the replacement for Perth High School, the Balhousie/North Muirton Primary School and Blairgowrie Recreational Centre.

3.10. No single approach will provide the funding required to deliver a net zero Perth and Kinross and we will need to work with partners, communities and businesses to minimise the costs and access additional funding streams through efficient joint working and maximising the funding opportunities. Measures/opportunities which could lessen the funding challenges include joint working; external funding; charging and rent structures; commercial approaches and partnering with our communities. More information on these is contained within the Climate Change Strategy and Action Plan.

3.11 In summary, it is not yet possible to fully cost the Strategy and Action Plan as there are currently many unknown aspects in areas such as external funding opportunities, income from a more commercial approach and the potential costs of ensuring that Council owned domestic and non-domestic properties are compliant with targets. As noted above, this could be hundreds of millions of pounds.   It could also be anticipated that national targets may be accelerated, increasing the pace of required investment.

3.12 Until there is greater clarity about the financial assistance available from governments and other sources, funding will remain the most significant challenge to becoming net zero. Officers will pursue all available funding sources. However, given the current absence of further external funding sources, the achievement of net zero will not be possible, at the required pace. COSLA has recently highlighted to the Scottish Government the financial challenges in tackling climate change, noting that currently that Local Government is ill prepared for the climate challenge to come. The Council will, however, continue to work with other Local Authorities and COSLA to highlight these areas and seek solutions.

4.   MONITORING AND REPORTING

4.1   Measuring our progress towards net zero is an important element of the Climate Change Strategy and Action Plan. Key Performance Indicators are

included within the Strategy document and cover all the themes. It is intended to bring an annual performance report to update the Council on progress made on the Strategy and Action Plan.

5.   CONCLUSION AND RECOMMENDATIONS

5.1   The Climate Change Strategy and Action Plan links to the overall strategic direction of the Council as set out within both the Community Plan and Corporate Plan. It also is reflected within the Perth and Kinross Offer 5 E's as well as demonstrating our commitment to the environment and climate change as set out within the Investment Blueprint. The importance of the Strategy and Plan will require to be reflected in the Council's new Corporate Plan and Corporate Asset Management Plan due to be developed next year. The commitment to tackling climate change and its impacts will also be a consideration in our work with local communities and partners as we roll out the P&K Offer along with its impact on the service delivery models across communities.

5.2   The development and delivery of this Climate Change Strategy and Action Plan is the next phase in the Council's growing commitment to supporting sustainable communities across Perth and Kinross. This includes establishing Perth's place as one of Europe's most sustainable small cities as well as setting out our commitment to meeting the Scottish Government's 2045 net zero ambitions.

5.3   It is recommended that the Council:

(i)   notes the contents of the report, along with the update on the interim Climate Emergency Report and Action Plan
(ii)   notes the feedback from the existing public engagement (Appendix A)
(iii)   agrees that engagement and feedback from partners and communities, including young people will continue to support the ongoing development and delivery of the Climate Action Plan
(iv)   notes that the costs associated with the priority actions will be included, for consideration, in the Revenue and Capital Budgets to be approved by the Council on 23 February 2022.
(v)   approves the Strategy and Action Plan as the means for Perth & Kinross to deliver on its legal commitments to deliver a Net Zero Perth & Kinross by 2045 at the latest (Appendices C and D)
(vi)   requests the Executive Director (Communities) to bring forward an annual review of performance and update for Climate Action Plan

Authors

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Approved

Name	Designation	Date
Barbara Renton	Executive Director (Communities)	19 November 2021

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan	**Yes**
Corporate Plan	**Yes**
Resource Implications	
Financial	**Yes**
Workforce	**Yes**
Asset Management (land, property, IST)	**Yes**
Assessments	
Equality Impact Assessment	**Yes**
Strategic Environmental Assessment	**Yes**
Sustainability (community, economic, environmental)	**Yes**
Legal and Governance	**Yes**
Risk	**Yes**
Consultation	
Internal	**Yes**
External	**Yes**
Communication	
Communications Plan	**Yes**

1. Strategic Implications

Community Plan and Corporate Plan

1.1 Climate change clearly links to the Objective: '*Creating a safe and sustainable place for future generations.*' It is also beneficial interlinked in multiple ways to all of the other priorities of the Community Plan and Corporate Plan.

1.2 Examples of the benefits are included below:
   (i) Giving every child the best start in life – Addressing fuel poverty
   (ii) Developing educated, responsible and informed citizens – Engagement and climate literacy
   (iii) Promoting a prosperous, inclusive and sustainable economy – Supporting the Development of green skills and jobs
   (iv) Supporting people to lead independent, healthy and active lives – Increased levels of active transport and improved air quality
   (v) Creating a safe and sustainable place for future generations – The overarching ambition of the Climate Action Strategy

2. Resource Implications

Financial

2.1 The Head of Finance has been consulted on the resource requirements for the delivery of this Strategy.

<u>Workforce</u>

2.2 The Head of Human Resources has been consulted via discussions at EOT. Delivering the Climate Change Action Plan in its totality will require significant additional staff resources as described in the Financial Implications section above.

<u>Asset Management (land, property, IT)</u>

2.3 The Executive Director (Communities) has been consulted and has indicated agreement with the proposals.

3. Assessments

<u>Equality Impact Assessment</u>

3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.

3.2 This section should reflect that the proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:

(i) Assessed as **relevant** for the purposes of the EqIA (with both positive and negative likely effects):

a. Equalities impacts were identified using the Integrated Appraisal Toolkit as part of the initial approved interim Climate Change Plan in 2019. The proposed Climate Change Strategy and Action Plan 2021 builds on the interim strategy, with relevant general impacts as highlighted in b). All actions proposed in the new action plan were considered for their equalities impacts during the plan development phase. Once the action plan has been approved, actions will be periodically assessed as they progress, and if necessary, a full EqIA will be undertaken and appropriate mitigation taken as described in c).
b. The report recognises that the most severe impacts of climate change are likely to be felt by people experiencing greater risks of poverty and disadvantage. It also recognises that by promoting future mitigation measures in the move towards zero carbon, certain groups may be disproportionately impacted.
c. The strategy and action plan seek to create a net zero economy that is fair for all, minimises potential for inequalities, and maximises the socio-economic opportunities for all. As part of the action plan, a decision-making toolkit will be established to consider future climate change mitigation and adaptation actions, to ensure just transitions are prioritised.

<u>Strategic Environmental Assessment</u>

3.3 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.

3.4 This section should reflect that the proposals have been considered under the Act and pre-screening has identified that the PPS will have no or minimal environmental effects, it is therefore exempt and the SEA Gateway has been notified. The reason(s) for concluding that the PPS will have no or minimal environmental effects is that the Strategy is unlikely to trigger the Act as will not lead to future development by itself but rather other sector and subject plans, programmes and strategies will provide the detail which if appropriate will be assessed at the time.

<u>Sustainability</u>

3.5 The proposal has been considered under the provisions of the Climate Change (Scotland) Act 2019 and it has been assessed that:

3.6 A large number of positive climate change and sustainable development outcomes are likely as a result of this proposal being implemented, across all eleven sections of the Integrated Appraisal Toolkit. The screening undertaken for the Interim Climate Emergency Report was reviewed and determined to be still applicable.

3.7 All actions proposed are likely to contribute to the provisions of the Act and will be reported as part of the annual Public Sector Climate Change Duties Reporting process.

<u>Legal and Governance</u>

3.8 The Head of Legal and Governance Services has been consulted in the preparation of this report.

<u>Risk</u>

3.9 Climate Change is recognised as the joint-top corporate risk to the Council. The proposals focus on addressing and reducing the risks that Climate Change poses.

4. Consultation

<u>Internal</u>

4.1 This plan was developed in collaboration with the seven Officer climate change working groups, as well as the Climate Change Board. The plan has been discussed with Communities, Corporate and Democratic Services and Education and Children Services Senior Management Teams, as well as the Executive Officer Team.

4.2   Public engagement was undertaken and served as the basis for updating this plan. Details are in Appendix A. Additional consultation was had with Scottish Water

5.   Communication

5.1   A Stakeholder Engagement Plan has been developed and is summarised in the Engagement and Education Section in Appendix C.

2.   BACKGROUND PAPERS

2.1   This section should list the documents that have been relied on in preparing the report, other than those committee reports already referenced within the main body of the report. All documents must be kept available by the author for inspection by the public for four years from the date of the meeting at which the report is presented.

3.   APPENDICES

3.1   This section should list the appendices to the report.

  - *Appendix A: Public engagement summary*
  - *Appendix B: Overview of emissions in Perth and Kinross*
  - *Appendix C: Draft Climate Action Strategy*
  - *Appendix D: Detailed thematic action plans*

Appendix A: Public Engagement Overview

Overview

The climate change engagement consisted of an online survey which was split over five questionnaires: general, transport, energy & buildings, land use, and business & industry and waste & resources management, as well as, several thematic online sessions. Over 200 questions were included across the five questionnaires. The engagement was open from 9th October 2020 to 31st January 2021 and received 480 responses from a wide demographic across the Council area. There were also nine online engagement sessions that attracted over 240 virtual attendees.

While challenging due to restrictions on in-person engagement due to the pandemic, several methods were used to try and encourage the widest possible participation. These included digital advertising, as well as, advertising on buses, reaching out to Community Councils, schools, third-sector organisations, businesses and community groups. As will be seen, there is a wider age range than often responds to many Council consultations, however there still is far from statistical representation from the under 25 age group. One acknowledged challenge with the virtual engagement methods as they are more likely to attract responses from those already interested or engaged with the issue. However, when results were compared with Scotland-wide results from the Scottish Household Survey, they were not dissimilar.

To keep this appendix to a digestible length, a summary of the results from selected priority questions that were deemed most relevant to shaping the overall strategic aims and action areas of the Council's climate action plan is provided. This approach has been carried out for all five questionnaires. In addition, a review of these responses is also provided and is supported by feedback from virtual focus group discussions that is summarised at the end of each section of this document. The full set of results is also available on the Council's Consultation Hub (Phase 1, Phase 2, Phase 3, Phase 4, Phase 5).`

Phase 1- General Climate Change

There were 31 total questions in Phase 1 which covered a number of topics relating to climate change including general climate change knowledge, climate change impacts, the Scottish Government's climate change targets, climate change adaptation, as well as waste management. The responses to all the questions have been analysed and appropriately actioned.

Respondent demographics

There were 276 overall responses, which is 57.5% of the total responses to all five phases.

Q3 Which age group do you belong to?

Respondents between the ages of under 10 - 65+ responded to this survey, with a skew towards to the older age groups. The most represented age group is 56-65, with 26.1%.
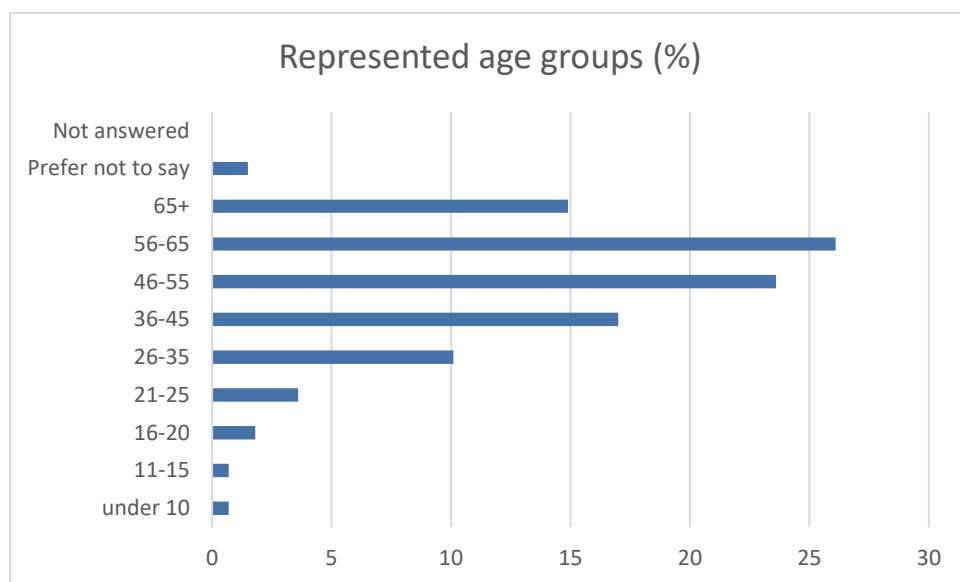
Represented age groups (%)

Q4 Who are you representing by responding to this consultation?

The majority of respondents (84.8%) identified as individuals/members of the public. While there was response from other groups – none of these were in statistically significant numbers to enable a further breakdown of the analysis. This is identified as a gap and it should aim to be addressed as part of future public engagement.

Represented groups %
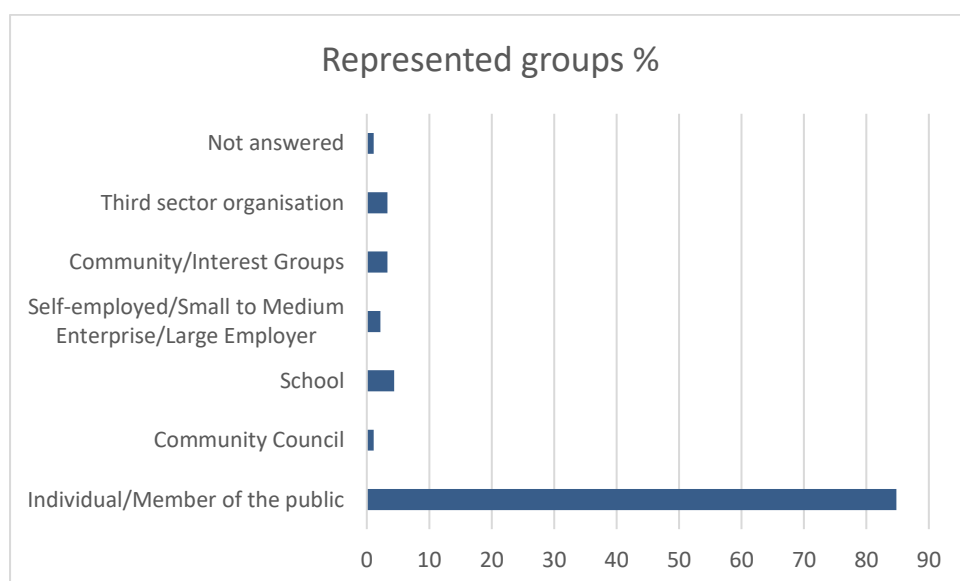
Q5 Please tell us where you live or operate from:

The majority of respondents were from PH1, PH2 and PH8 postcodes, with the remaining respondents scattered across wider Perth and Kinross and a handful with Dundee postcodes, but Perth and Kinross linkages.
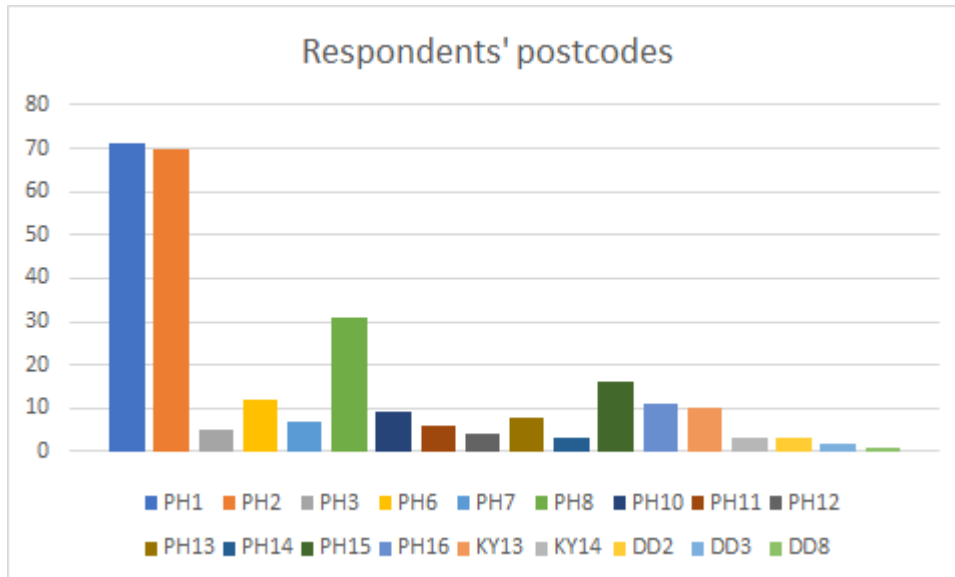
Climate Change Knowledge

Q7 Prior to this questionnaire were you aware that there is a global climate emergency?

The majority of respondents (98.6%) were aware there is a global climate emergency prior to this questionnaire while only 1.4% of respondents indicated they were not aware. It is worth highlighting however that there is an expected bias to the results of the survey towards those with a knowledge about or interest in climate change due to self-selecting nature of respondents.
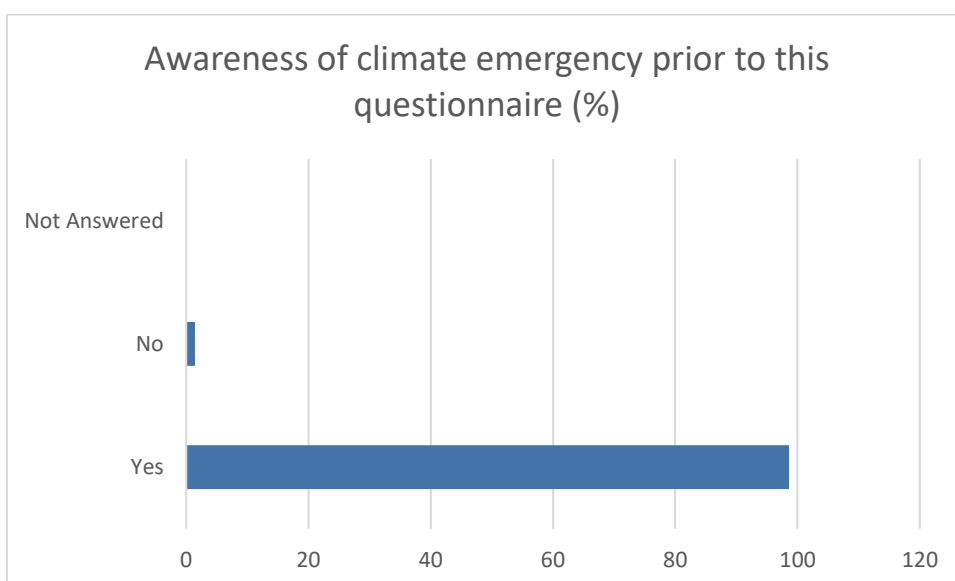
Climate Change Impacts

Q9 How concerned are you about the impacts of climate change? (e.g. flooding as a result of increased rainfall, increase in diseases, harm to biodiversity)

The majority of respondents (81.9%) indicated that they are extremely concerned about the impacts of climate change. In addition, 13.4% are moderately concerned and 2.2 are somewhat concerned. Only 1.1% of respondents are slightly concerned while 1.4% are not concerned at all.
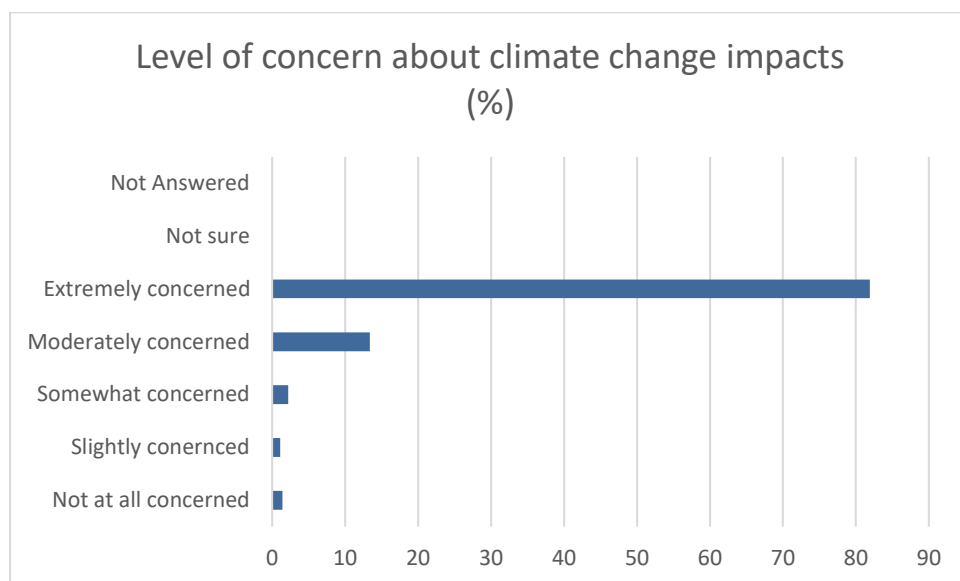
Climate Change Impacts (Global)

Q10 Please put the following global effects of climate change in order of importance (1 being the least important and 6 being the most important)

Respondents were asked to rate six major effects of climate change globally in order of importance. Effects on the built environment was selected as the most important, with the economy and atmospheric pollution being ranked second and third respectively. Inequalities between communities and extreme weather events were ranked fourth while harm to biodiversity was ranked as the least important effect in comparison to the aforementioned.
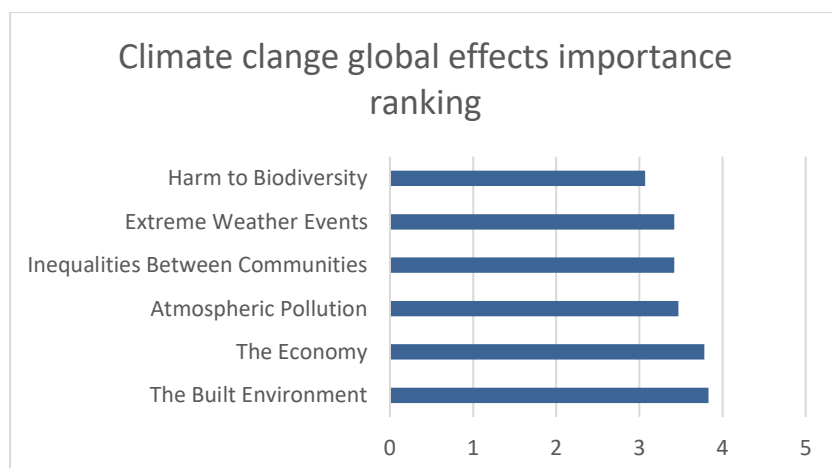
Climate Change Impacts (Local)

Q10 Please put the following local effects of climate change in order of importance (1 being the least important and 6 being the most important)

Respondents were asked to rate six major effects of climate change locally in order of importance to flag differences between global and local priorities. Locally, respondents ranked the effect on the economy as the most important, followed by the built environment, inequalities between communities and atmospheric pollution. Extreme weather and harm to biodiversity were also ranked as the two least important effects.

Climate change local effects ranking

Effect	Value
Harm to Biodiversity	~3.15
Extreme Weather	~3.25
Atmospheric Pollution	~3.45
Inequalities Between Communities	~3.55
The Built Environment	~3.7
The Economy	~3.85
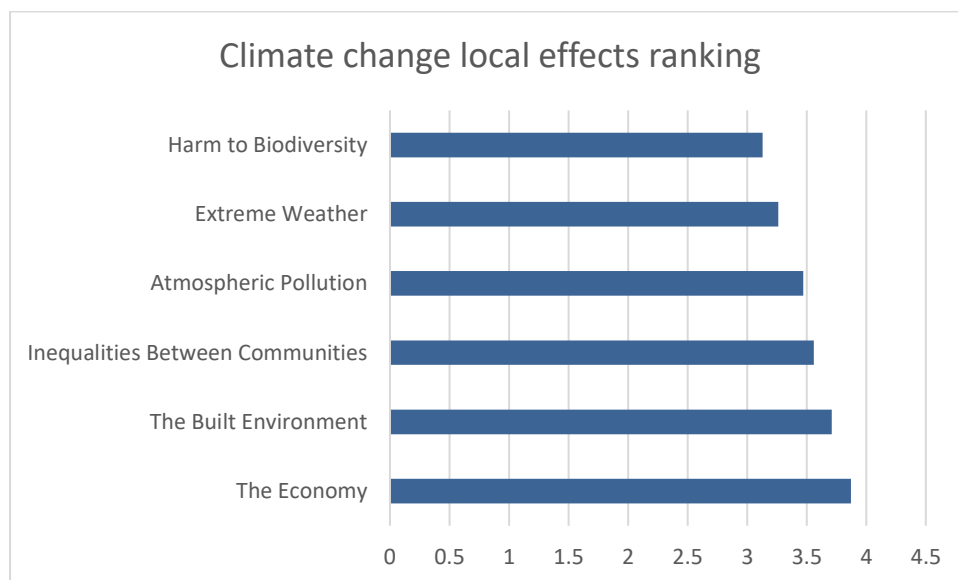
When looking at the responses of different age groups, however, respondents under the age of 35 seem to be ranking effects on the built environment first, followed by effects on the economy. There does not seem to be major differences when looking at the ranking of the rest of the effects listed as respondents have ranked them in the same order as presented in the graph above.

Q12 Do you think that climate change has already impacted the environment around you i.e. have you noticed any changes?

90.6% of respondents think that climate change has already impacted the environment around them as they have noticed changes. Some of the changes that respondents have highlighted are extreme weather events like increased temperature levels and flooding. Respondents also indicated that loss of biodiversity and atmospheric pollution are more visible during the past decade.

Have you noticed any changes on the environment around you? (%)

Category	Value
Not Answered	
Not sure	~5
No	~4
Yes	~90
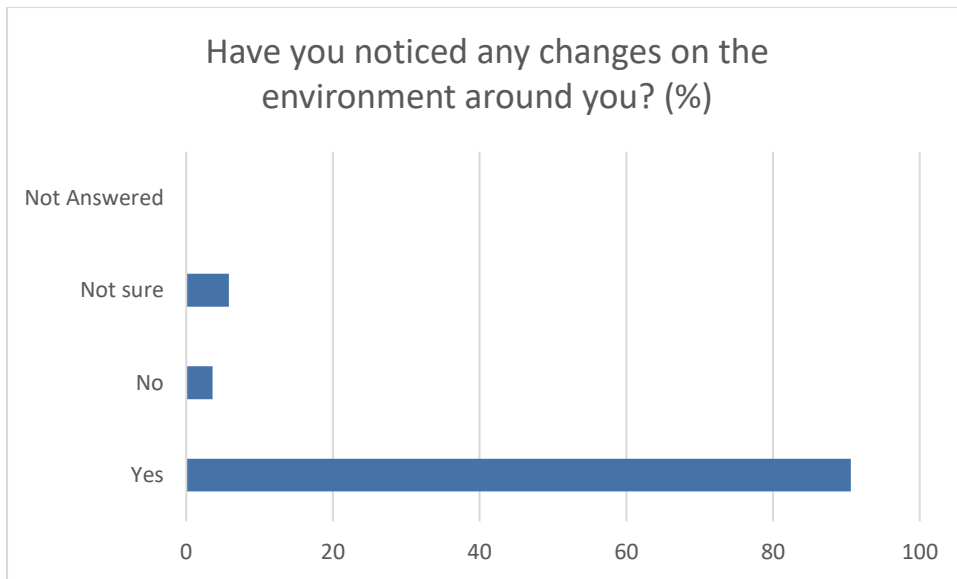
Climate Change & Lifestyle

Q13 Do you think that climate change has already impacted on your lifestyle choices?

84.4% of respondents believe that climate change has already impacted on their lifestyle choices while 7.6% do not think so. 8% are not sure whether their lifestyle choices have been impacted.

Climate change impact on lifestyle choices (%)

Category	Value
Not Answered	
Not sure	~8
No	~7
Yes	~84
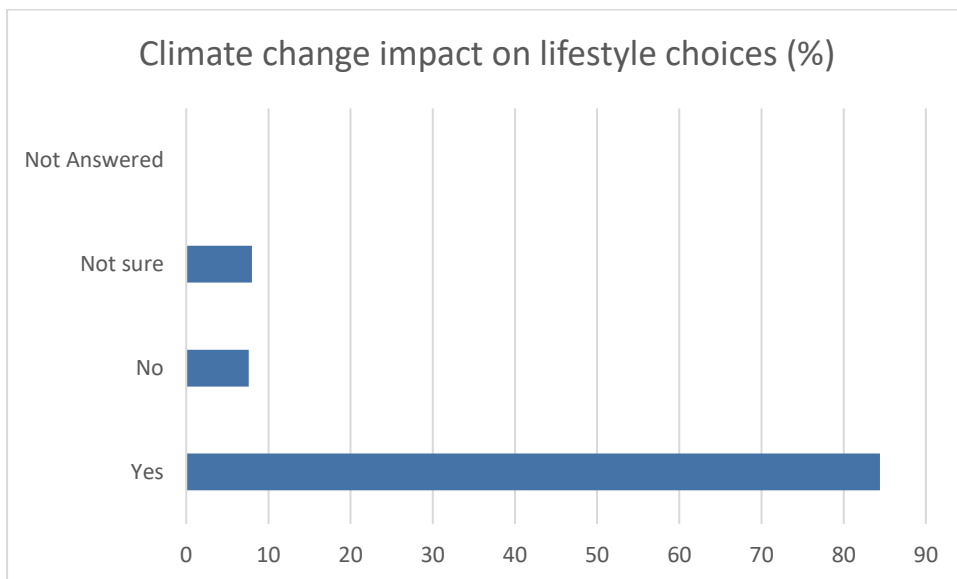
Respondents were asked to provide examples of how their choices have been impacted and the main issues that were highlighted are: less use of cars and increased use of more sustainable and active travel methods like walking and cycling, recycling and less use of plastic products, food growing and shifting to a more sustainable diet, as well as, improving household energy efficiency to reduce energy consumption.

Scottish Government Targets

Q15 Before this consultation, how aware were you of the Scottish Government's targets relating to climate change?

Majority of respondents (52.2%) were aware that the Scottish Government has set targets and knew some of the details prior to our climate change engagement survey. 17.4% of respondents were not aware that the Scottish Government has set targets.

Awareness of Scottish Government targets (%)
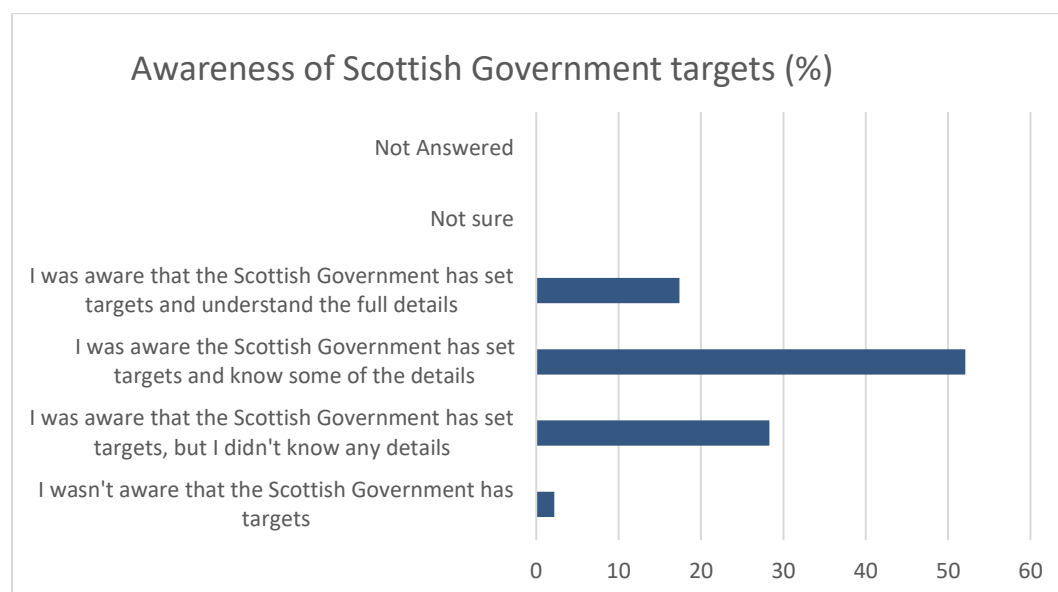
Delivery of Targets

Q18 The Scottish Government has set national targets for us all to act upon and reach together as a nation. Thinking about Perth and Kinross as a whole, do you think we should aim to deliver these targets and priorities earlier than is required by Scottish law?

88.1% of respondents felt that Perth and Kinross should go beyond the Scottish Government in target setting with the majority of respondents (61.6%) expressing that we need to set our own targets and priorities and lead by example, while 26.5% expressing that we need to set our own targets and priorities to some extent.

Respondents with a view that PKC needs to lead by example and act sooner highlighted the fact that we need to act fast if we are to reach the targets set out by the Scottish Government and aim to deliver them earlier than required by law. The need to set out a clear vision to reach net zero has also been supported by a number of respondents.

Should we aim to deliver the climate change targets and priorities earlier than required by Scottish law? (%)
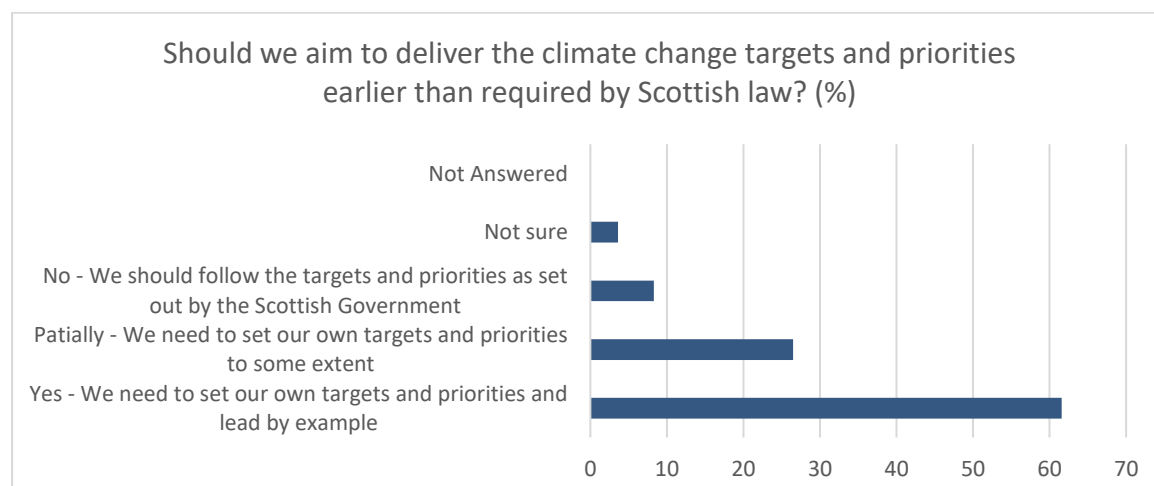
Local Groups

Q24 Are you involved in any local groups that are taking action to mitigate and/or adapt to climate change?

The majority of respondents (52.5%) are not involved in any local groups while 22.5% are not but would like to get involved. 25% are already involved in local groups. Some of the local groups identified include climate cafés across Perth and Kinross, as well as, community food growing initiatives.
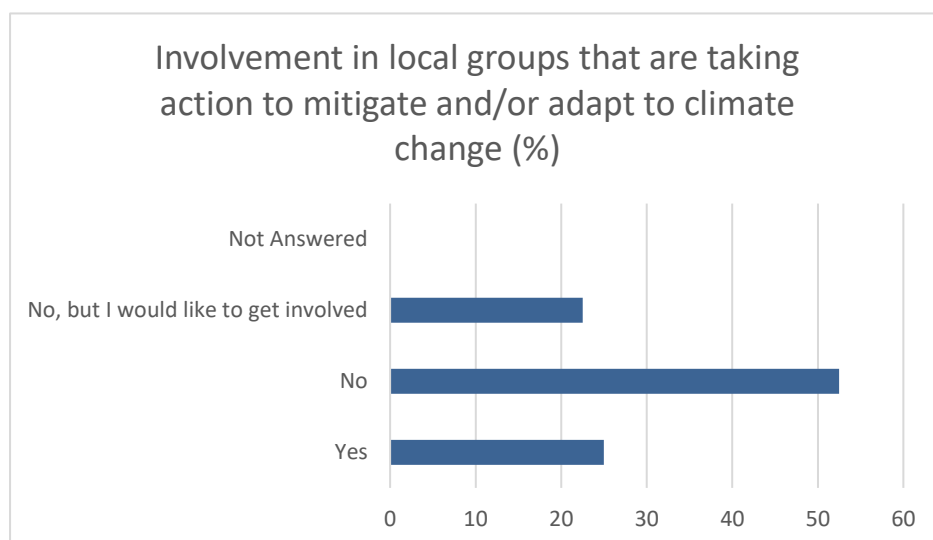
- Under 35's made up 16.9% of survey respondents, but only 10% of those who are currently involved. However, they make up 33.8% of people wanting to become involved.
- Conversely – 90% of those who reported they were already involved were over the age of 35. While 66.2% of those who wanted to get involved were over 35.
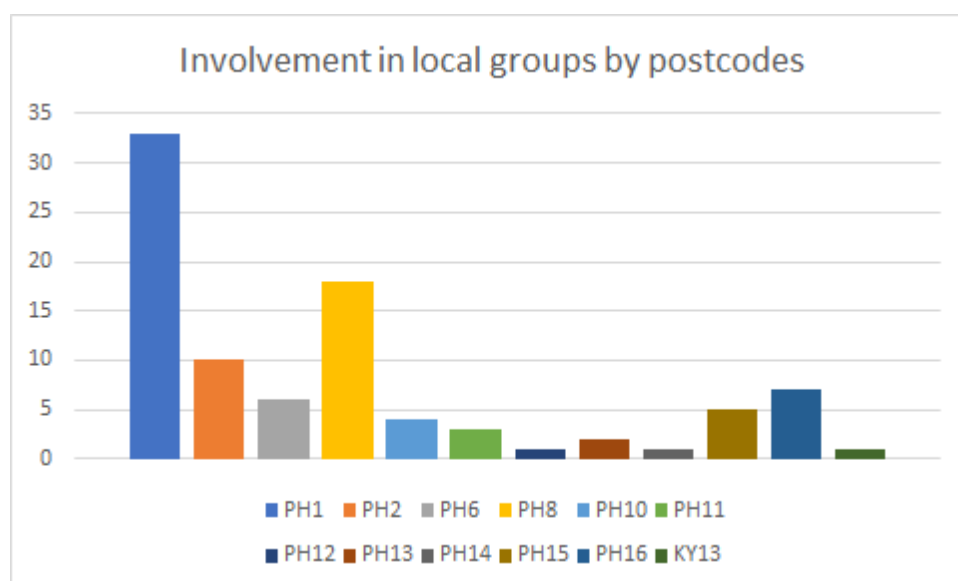
Waste Management

Q26 How would you rate the quality of education resources provided by PKC about waste management?

There are mixed views on the quality of education resources provided by PKC about waste management as 9.8% seem to think it is very good, 37.8% think it is good, 22.8% think it is neither good nor poor while 6.9% think it is poor and 2.1% think it is very poor.
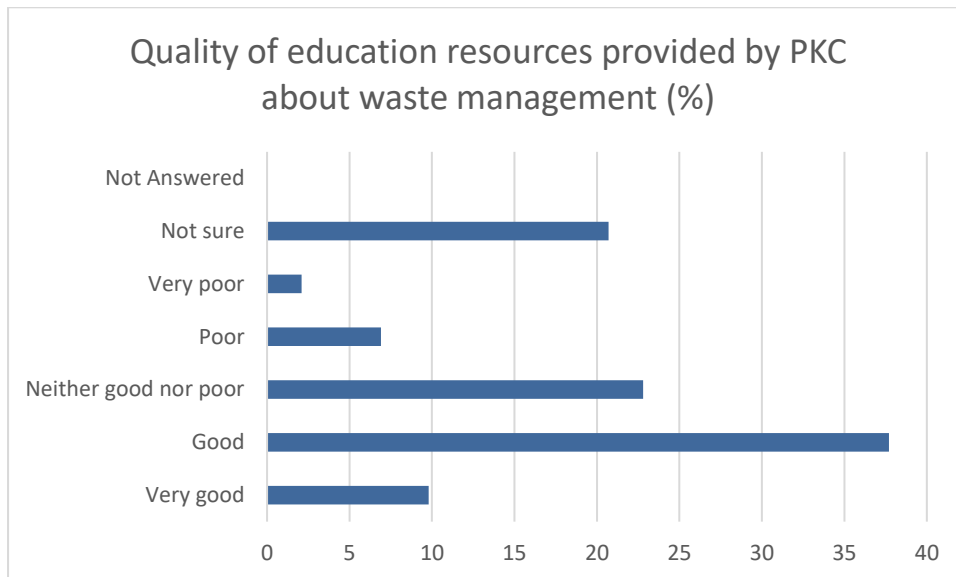
Q28 Can you easily access recycling points in your area?

The majority of respondents (90.6%) answered that they can easily access recycling points in their area.
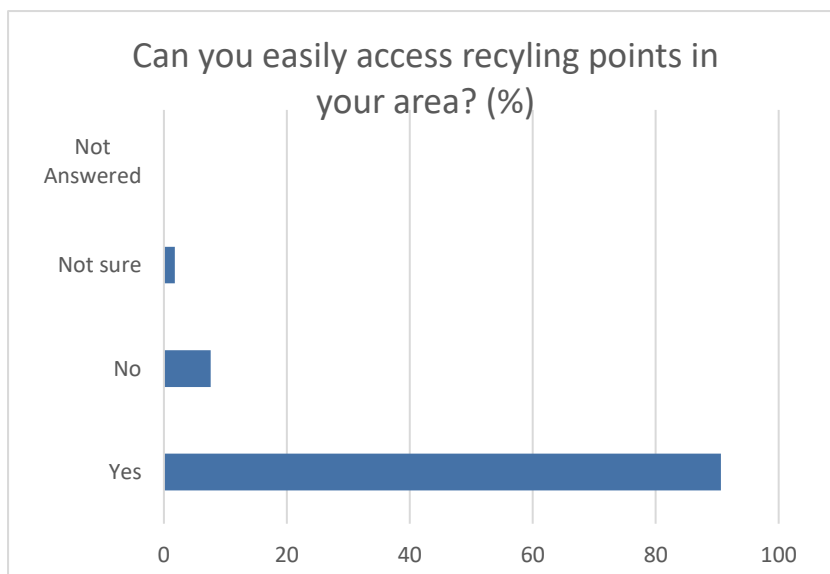
7.6% of respondents answered that they cannot easily access recycling points in their area and these areas can be seen below as filtered by the postcodes respondents provided, show that PH2, PH1 and PH15 are the more difficult areas. The level of granularity available

means we are unable to dig into these challenges further and determine whether it is issues associated with rural service provision or other reasons.
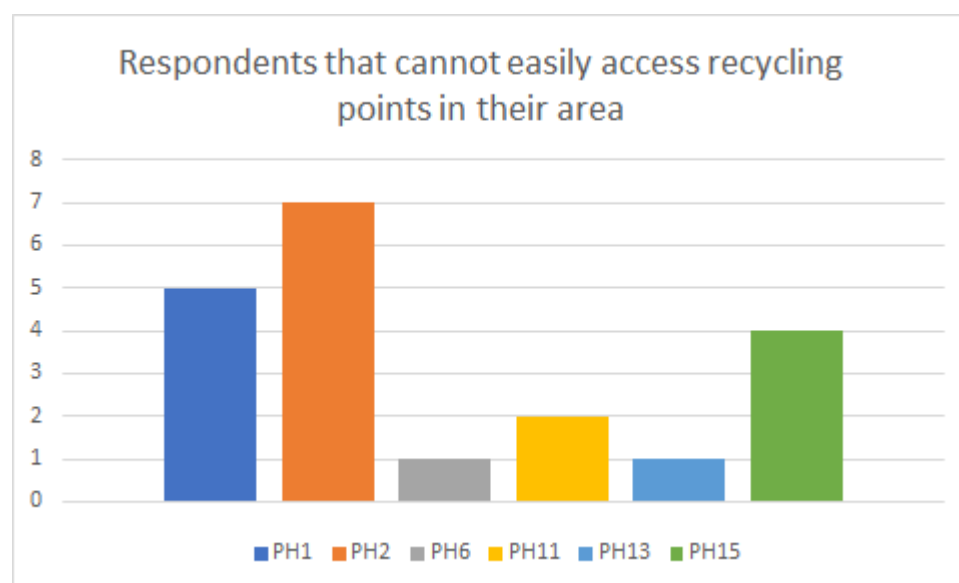
Q30 Can you please select the option below which best represents your shopping habits:

When asked about shopping habits, 47.5% do not mind second-hand stores, but would prefer new items while 44.2% of respondents prefer buying second-hand items. 7.6% do not like shopping at second-hand stores. This is important when thinking about the role the circular economy can play.

Virtual focus groups feedback

- Waste recycling is a topic that came up during the virtual focus groups held from December – February, with the main problem being inconsistencies across schools. Parents and teachers from different schools mentioned that a lot of food waste goes into general waste bins and this needs to be addressed by the Council waste services.

- Some positive feedback that was raised during the waste themed virtual session is the fact that there is strong interest in community groups in refurbishment and upcycling. Remake Crieff for example, are offering employment and skills development in relation to recycling and reusing items, an initiative which is locally focused and beneficial to the community. The Reuse and repair station at Friarton Recycling Centre was also mentioned as a best practice example.
- Encouraging more repair shops along Perth High Street was also suggested by the attendees in order to meet the demand for more recycled materials.
- The question on how food poverty impacts food waste and the Council's response to this was also brought up and there is evidently need for more work on this area, both on food poverty and food security.
- The idea of a "one-stop-shop" for people to address climate challenges and to find out more information or guidance on certain matters specifically with regards to waste was largely encouraged.

Phase 2 – Energy and Buildings

There were 62 total questions in Phase 2. The responses to all the questions have been analysed and appropriately actioned. Energy and Buildings is one of the key areas we identified that we need to make changes in order to tackle and adapt to climate change. The questions covered a range of matters relating to Energy and Buildings and more specifically: targets set by the Scottish Government, fuel poverty, Council housing, Housing Association dwellings, private rented housing (both tenants and landlords), owner occupied housing, non-domestic buildings (Council property portfolio) and last, non-domestic buildings (non-Council).

Respondent demographics

There were 53 overall responses, which was 11% of the total responses to the five phases.

Q3 Which age group do you belong to?

Respondents between the ages of 21 – 65+ responded to this survey, with a skew towards to the older age groups. The most represented age bracket is between 46-55, with 26.4%.
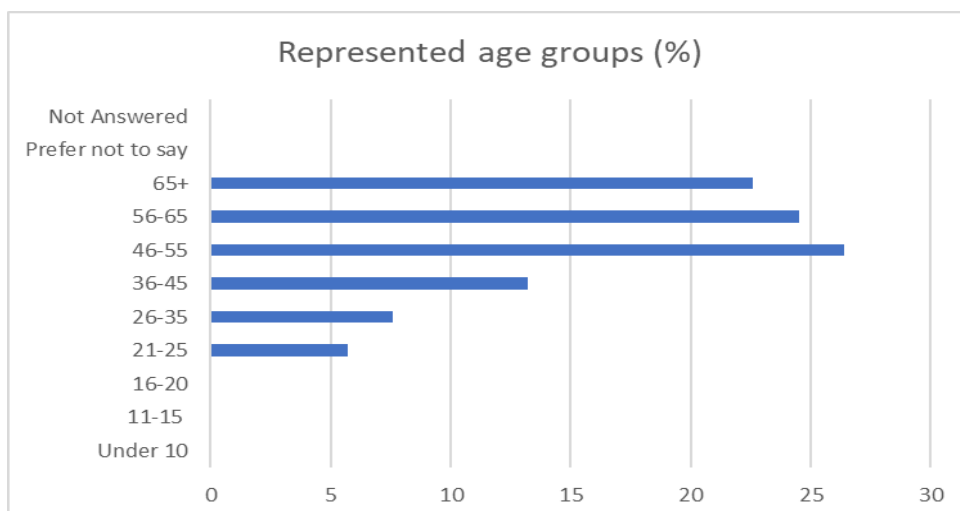
Q4 Who are you representing by responding to this consultation?

The majority of respondents (86.8%) are individuals/members of the public. While there was response from other groups – none of these were in statistically significant numbers to enable a further breakdown of the analysis. This is identified as a gap and it should aim to be addressed as part of future public engagement.
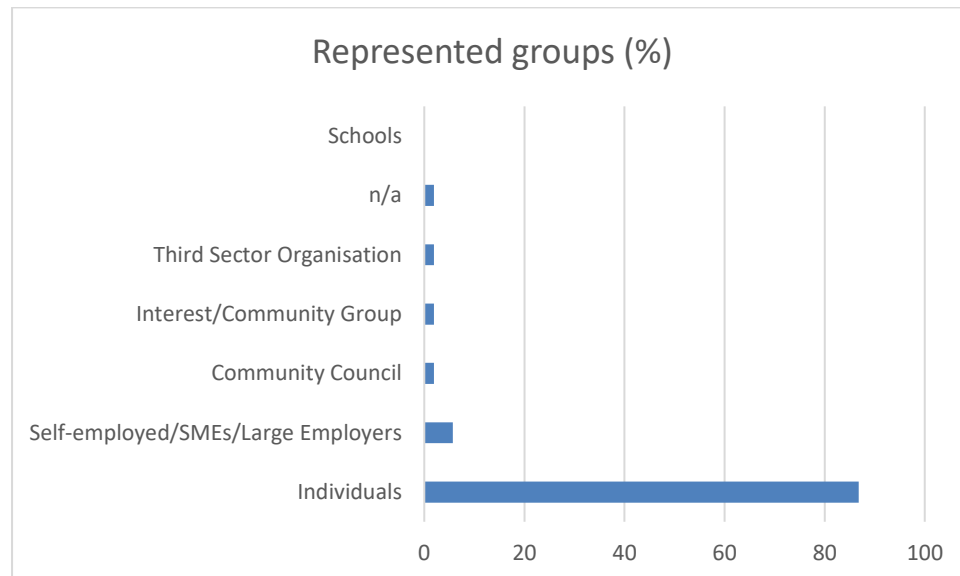
Q5 Please tell us where you live or operate from:
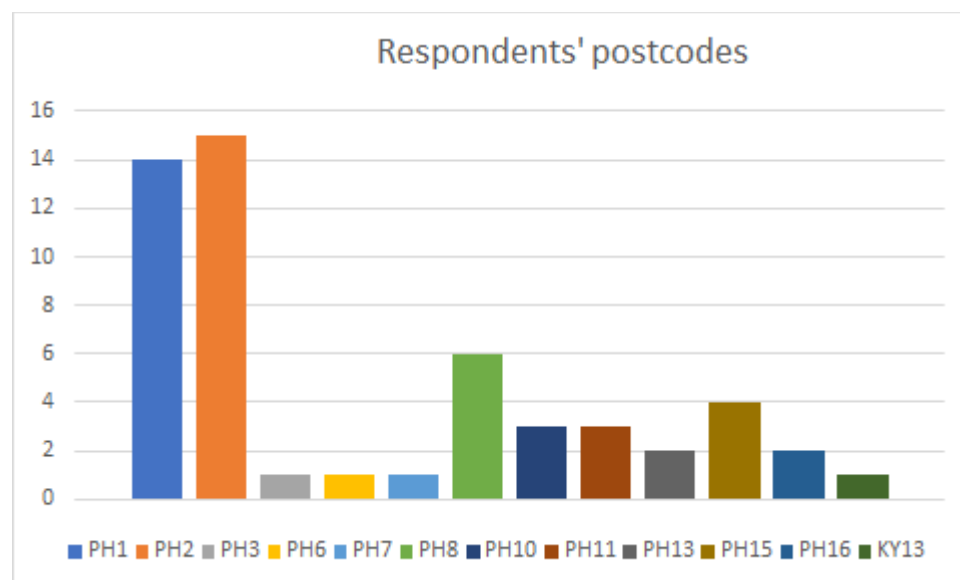
Net zero

Q6 In your opinion which of the following measures are most important in achieving net zero? (Please select those that apply)

The majority of respondents indicated that each of the identified measures was of high importance in achieving net zero. Improving all buildings and the provision of funding to install energy efficiency measures the two measures that respondents find the most important. Developing fuel alternatives and educating people to better understand energy efficiency measures have been selected as the second two most important measures.

Net zero measures (%)

Measure	%
Not Answered	~3
Developing fuel alternatives (e.g. hydrogen or biofuels for heating)	~74
Monitoring and evaluation of progress	~57
Educating people to better understand energy efficiency measures	~70
Wider availability of energy efficiency skills nationally (for those who work within the energy sector)	~48
Protecting consumers by providing trusted advice	~56
Provision of funding to install energy efficiency measures	~87
Improving all buildings	~85

Breaking this down for individuals/members of the public, improving all buildings and provision of funding to install energy efficiency measures were the top two measures. In addition, ongoing engagement on climate change and working together were mentioned by respondents as being equally important in achieving net zero targets.

Q7 Which of the following do you consider to be the main barriers in achieving net zero? (Please select those that apply)

Cost has been found to be the main barrier in achieving net zero identified by the majority of respondents (83%). Lack of support to promote energy efficiency measures, lack of knowledge and infrastructure constraints were all identified by over half of respondents as key barriers.

Net zero barriers (%)

Barrier	%
Not Answered	
Lack of support to promote energy efficiency…	~63
Lack of knowledge	~63
Infrastructure constraints	~56
Lack of technological requirements	~17
Lack of alternative fuels	~24
Costs	~83
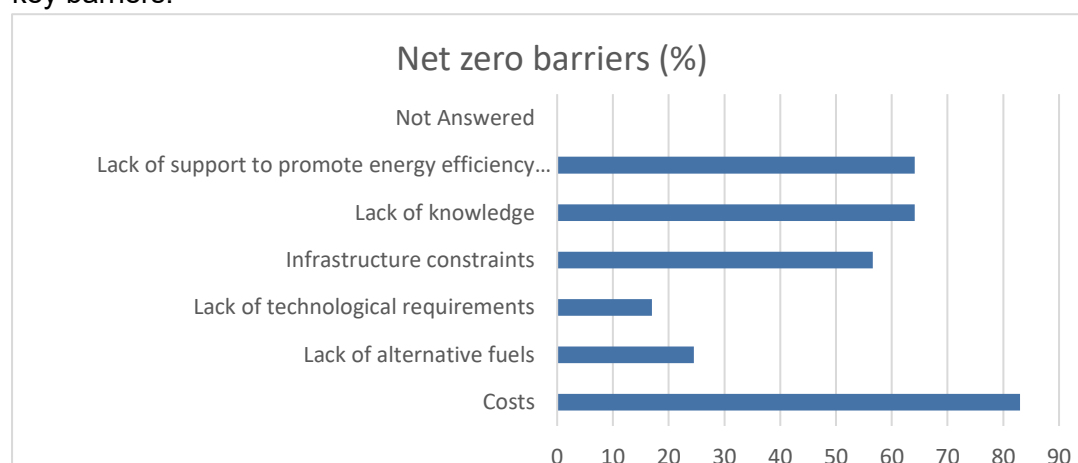
For individuals/members of the public costs, lack of knowledge, infrastructure constraints and lack of support were selected as the main barriers to net zero. Similarly, for self-employed/SMEs/Large Employers lack of knowledge, lack of support, costs and infrastructure constraints were selected as the main barriers.

Local energy targets

Q11 How important do you consider it to be to set area-wide future local energy targets for demand reduction?

The majority of respondents (56.6%) answered that setting local energy targets for demand reductions is extremely important while a percentage of 24.5% believe it is moderately important.
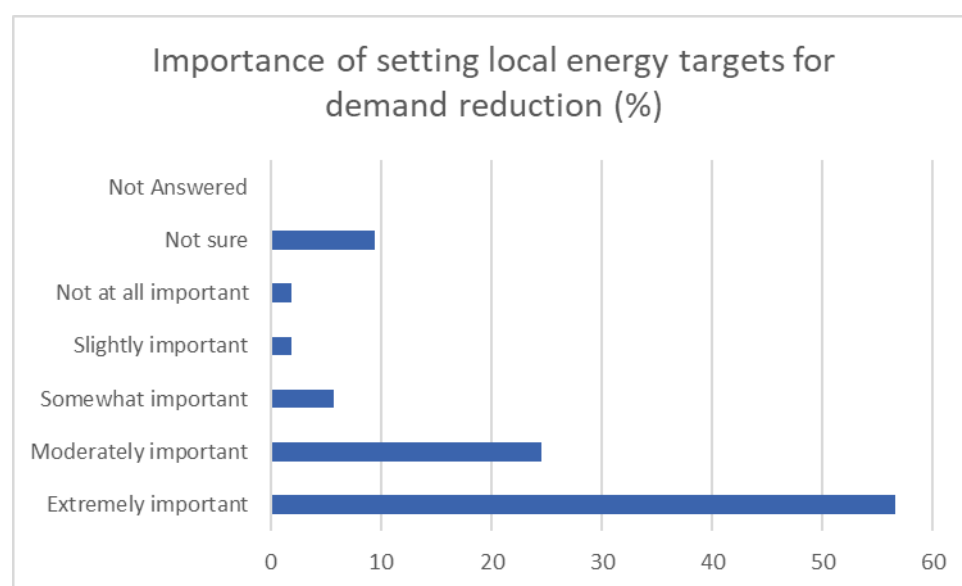
Individuals –52% extremely important, 28% moderately important. While not a representative sample of respondents, the Self-employed/SMEs/Large business respondents gave this an increased importance with all indicating that this was extremely important.

Q12 How important do you consider it to be to set area-wide local energy targets for decarbonisation?
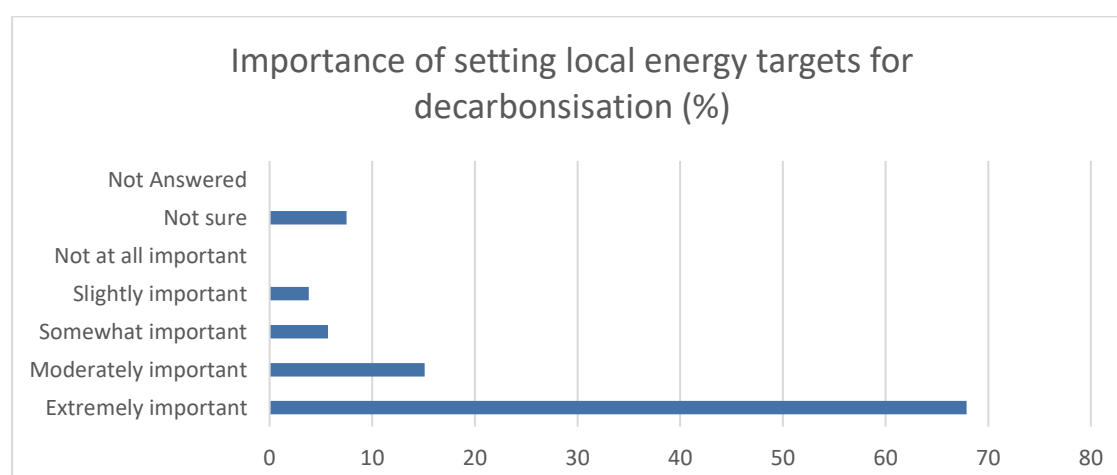
The majority of respondents (67.9%) answered that it is extremely important to set area-wide local energy targets for decarbonisation while 8.7% of respondents answered that are not sure.

Energy efficiency

Q20 If there was a Council one-stop-shop regarding energy efficiency where you could get information and advice about how reduce your energy use, would you visit?

The majority of respondents (73.6%) would visit a Council one-stop-shop regarding energy efficiency where they could get information and advice about how to reduce their energy use.

Individuals – 73.91% would visit

Self-employed/SMEs/Large – 66.67%would visit

Q21 Would you prefer visiting a Council-led service on energy efficiency or one like the HEAT Project in Blairgowrie?

26.4% of respondents would prefer to visit a Council-led service on energy efficiency while 58.5% are not sure.
Mixed comments but main concern is that the service must be absolutely trustworthy. Respondents commented that they are more likely to trust a Council service considering the appropriate expertise is there. However, many comments about respondents not being certain about the difference between the two services. While comments with preference to a non-Council service mentioned the link with local issues rather a whole Council approach.

Individuals – 63% not sure, 23.9% Council-led, 13.04% non-Council

Self-employed/SMEs/Large – 66.67% not sure, 33.33% Council-led

CCs – council-led

Third sector – Council-led

Council support

Q22 How can the Council support the wider public to reduce their energy consumption?

The main themes that have been identified from the comments respondents made are: funding, financial incentives, working together, raising awareness, education and leading by example.

More specifically some of these suggestions included:

- Provide incentives via Council taxes for energy efficiency. Provide subsidies\grants for conversion to energy efficient heating in private homes
- Use jargon-free advertising/social media to build awareness and provide advice

- Unless the funding for the Council to support the 'wider public' reducing their energy consumption is 100% provided by National Government (and good luck with that), then the Council should do no more than point interested individuals to funded organisations that are in a position to help them.
- By leading in terms of the property and housing estates. Set the bar for others to follow and have positive examples for people to compare with.
- Educating people on the benefits of reduced energy consumption, including on cost savings.
- Provide clear unbiased information, and support local businesses who provide technology to reduce energy consumption.
- Awareness campaign on how much carbon is emitted to do certain things and what grants are available.
- Setting up local town and village schemes to discuss energy saving. People are more likely to sign up to things like solar panels or smart monitors if their neighbours are doing it.
- Local authorities can only really make a major difference by ensuring environmental sustainability is a primary consideration in the planning process for all new developments.

Q28 How important do you think it is for the Council to commission research in 2020-2021 into fuel poverty in both the private rented and owner occupied housing, to assess the scale of the problem and develop an action plan to tackle the issue?

Majority of respondents (54.7%) believe it's extremely important for the Council to commission research in 2020-2021 into fuel poverty in both the private rented and owner occupied housing, to assess the scale of the problem and develop and action plan to tackle the issue. 18.9% find it moderately important and 7.5% find it somewhat important.

Third sector – extremely important

Individuals – 56.52% extremely important, 19.57% moderately important, 6.52% somewhat important

SMEs – 66.67% extremely important, 33.33% moderately important

CCs – not answered

Q33 How important do you think it is that the Council should develop a programme quickly to ensure all existing Council houses are brought up to a minimum of EPC B by 2032?

Majority of respondents (66%) believe it is extremely important for the Council to develop a programme quickly to ensure that all existing Council houses are brought up to a minimum of EPC B by 2032.

Q38 How can the Council support Housing Associations to meet the 2032 target for houses to be EPC B?

The man themes that were raised by respondent are: incentives programme, advice and support, improved procurement systems, funding, cost, working together, raising awareness, education and upskilling.

Q40 To what extent would you say your knowledge and understanding is of your duties and rights as a tenant in terms of acting towards Climate Change and a net-zero nation?

The majority haven't answered this question – it is expected that this is because they have a have a different tenure situation. 18.9% of respondents have some knowledge and understanding and could learn more about their duties and rights as a tenant in terms of acting towards climate change and a net zero nation.

Third sector respondents have a lot of knowledge and understanding and know exactly what their duties and rights are

Individuals – majority haven't answered, 17.39% have some knowledge and understanding and could learn more about my duties and rights and 10.87% have no knowledge or understanding and need to learn more about my duties and rights

Self-employed/SMEs/Large – majority haven't answered, 1 respondent has some knowledge and understanding and could learn more about their duties and rights

Q42 To what extent would you say your knowledge and understanding is of your duties and rights as a landlord in terms of acting towards Climate Change and a net-zero nation?

Similarly to question 40, the low response rate to this question is due to the small subset of respondents who are also landlords. Majority haven't answered, 9.4% have some knowledge and understanding and could learn more about their duties and rights as landlords in terms of acting towards climate change and a net zero nation.

Q47 Are you aware of the targets for owner occupied homes to be EPC C by 2040 and the practical impact of these targets?

Majority of respondents (39.6%) are not aware of the targets for EPC C by 2040 and the practical impact of these. 30.2% of respondents are somewhat aware and 20.7% are fully aware

Household energy efficiency

Q52 Which of the following act as a barrier in applying energy efficiency measures in your household?

Barriers in applying energy efficiency measures in households (%)

Category	%
Not Answered	~15
Energy efficiency in my own household is not a current priority	~2
Not interested in energy efficiency	0
Lack of confidence in outcomes/impacts	~21
Costs	~81
Lack of technical help	~28
Lack of knowledge of energy efficiency measures	~13
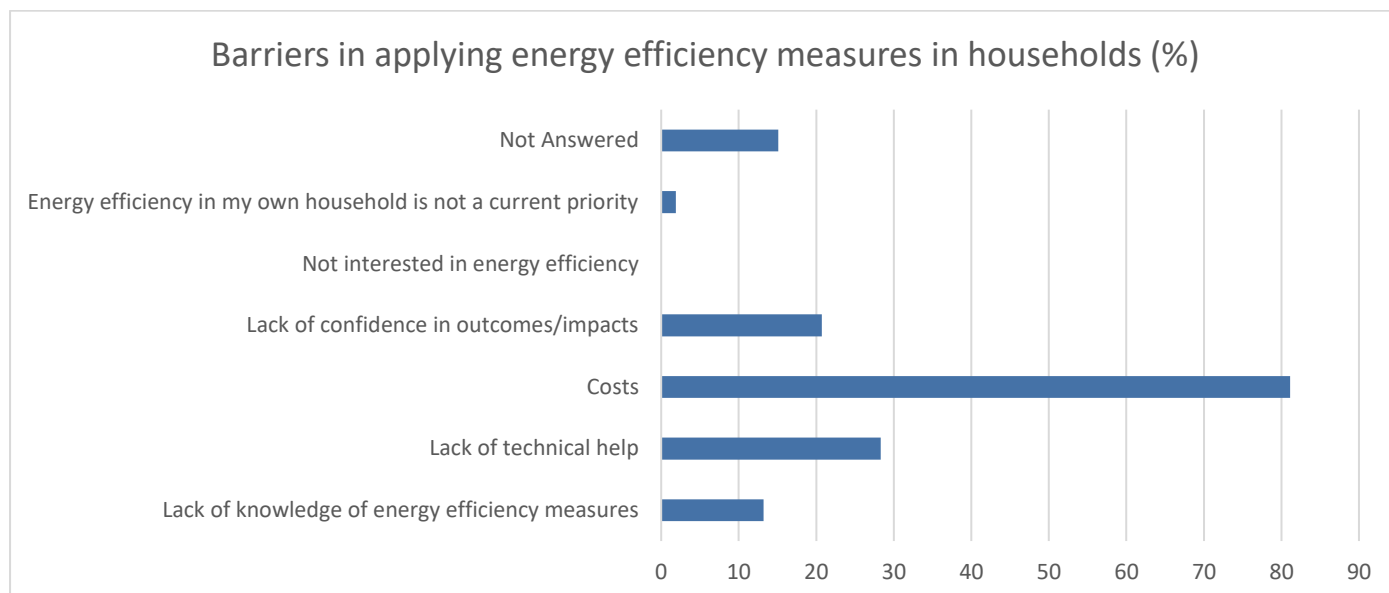
Some of the respondents commented that funding and costs, planning regulations, mistrust of quoted figures, their age, as well as the applying energy efficiency measures being a lengthy process also act as barriers in applying such measures in their household.

Individuals – costs, lack of technical help, lack of confidence in outcomes/impacts

Self-employed/SMEs/Large – costs, lack of technical help

CCs – not answered

Third sector – costs

Non domestic buildings

Q54 How important do you think it is for the Council to develop actions, costs and funding options for all new Council buildings to be Net Zero Carbon from 2025?

Majority of respondents (66%) believe it is extremely important for the Council to develop actions, costs and funding options for all new Council buildings to be net zero carbon from 2025.

Third sector – extremely important

Individual – 63.04% extremely important, 8.70% moderately important, 2.17% slightly important

Self-employed/SMEs/Large – extremely important

CCs – extremely important

Q60 Are you aware of the practical implications these targets may have? (non domestic buildings targets)

Awareness of practical implications of energy targets for non-domestic buildings (%)
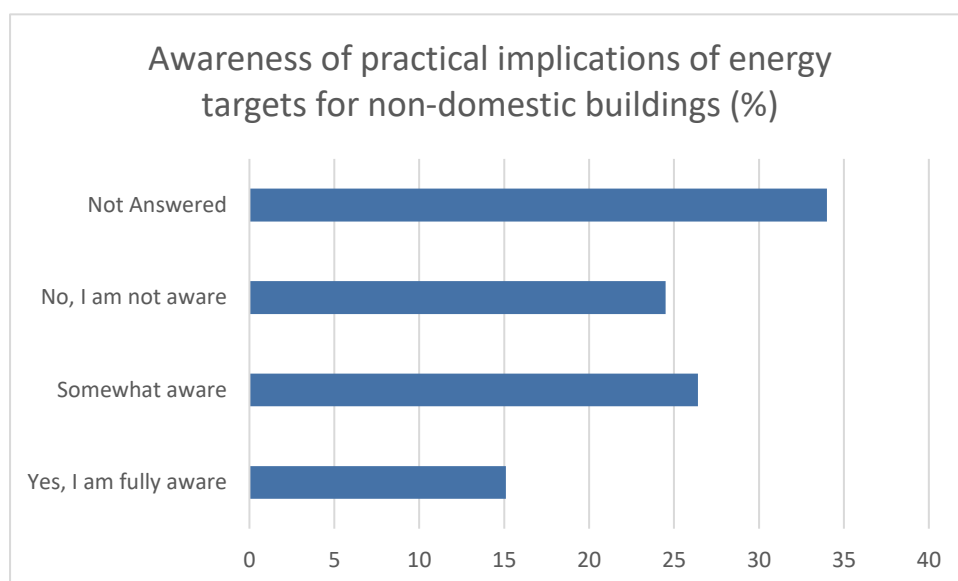
26.4% are somewhat aware of the practical implications of energy targets for non-domestic buildings, 24.5% are not aware and 15.1% are fully aware. 34% of respondents have not answered this question as it was perhaps not within their interests. Some respondents commented that limited funding affordability in certain sectors, raising awareness of corporate responsibility, working together, advice and support are also important in achieving targets for non-domestic buildings.

When looking at the results for this question by categorising the respondents into which group they represent, 28.3% of individuals are somewhat aware, 21.7% are not aware, 10.8% are fully aware. With regards to self-employed/SMEs/Large employers, 66.67% are not aware and 33.3% are somewhat aware. Community Council and third sector representatives are fully aware. However, it is important to highlight that these percentages are not representative of these groups as they are based on a non-representative sample considering we only received responses from one Community Council, one community group and one third sector organisation.

Virtual focus groups Feedback

- The Blairgowrie Heat Project has been going for 4 years, and has good engagement, but progress is limited by knowledge, by resistance to change and access to financial support is an issue for many, and technical consents can be barrier. They average 15-20% energy reductions per intervention.
- Big issue is cowboys and non-genuine offers creates barriers. Conversely some things seem too good to be true but are true. Need to make sure people being contacted about genuine offers do consider taking them up.
- For commercial organisations, although there is advice from government and SSE, a one stop shop for advice may be beneficial.
- A barrier to improving renewable energy efficiency/reducing carbon emissions in Conservation Areas is the challenge associated with planning permission for the installation of solar panels and other such measures.

- The source of the materials needed for building retrofit and new build was challenged and the need to consider the carbon footprint associated with these, ideally increasing local manufacturing .
- There was interest in the public in learning more about the Council's/SSE's work on district heating systems and moving heating systems away from fossil fuel sources. SSE carry out low carbon technologies forecast so they can understand impact on network and have regular engagement to understand what is in pipeline.
- Buildings standards – There was interest in the role of planning in promoting energy efficiency and whether we could have Passivhaus standards or net zero building standards as part of the 2024 NPF.
- There was interest in building village level net zero plans.

Phase 3 – Land use

There were 40 total questions in Phase 3. Land use has been identified as one of the main areas we need to make changes because of its importance in tackling and adapting to climate change. Changing our approach to land use is crucial in ensuring that we are prepared for the warming climate and its consequences to both human life and natural environment. The questions included in Phase 3 cover several topics like biodiversity, greenspaces, open spaces, planning controls, agriculture and other uses of land. The responses to all the questions have been analysed and appropriately actioned.

Respondent demographics

There were 67 overall responses, which is 13.9% of the responses to the wider survey.

Q3 Which age group do you belong to?

Respondents between the ages of 21 – 65+ responded to this survey, with a skew towards to the older age groups. The most represented age group is 65+, with 26.4%. While there were respondents under 20 to other sections of the survey, none selected to respond to this.
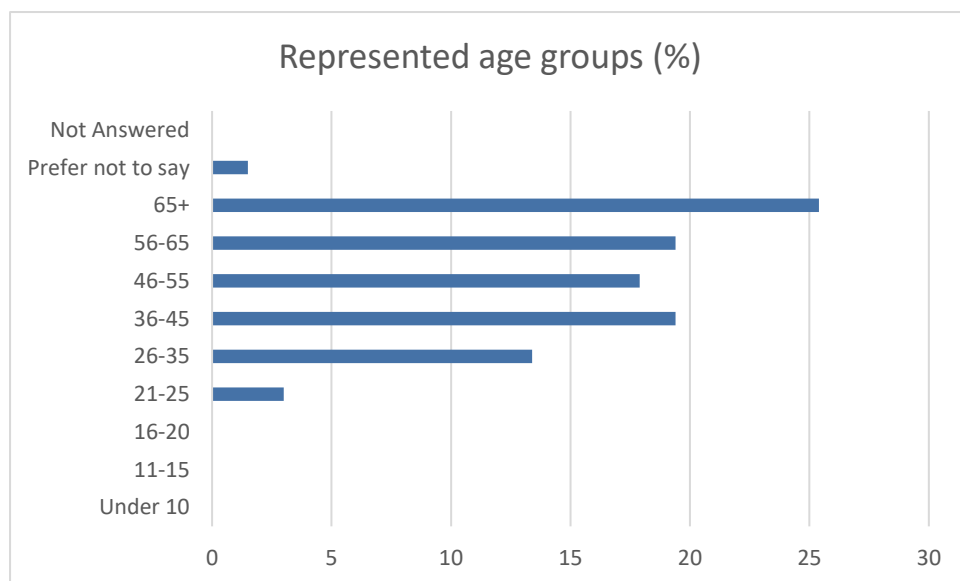
Q4 Who are you representing by responding to this consultation?

The majority of respondents (92.5%) are individuals/members of the public. While there was response from other groups – none of these were in statistically significant numbers to enable a further breakdown of the analysis. This is identified as a gap and it should aim to be addressed as part of future public engagement.

Represented groups (%)

Group	%
n/a	1
Third sector organisation	3
Community/Interest Groups	1
Self-employed/Small to Medium Enterprise/Large Employer	0
School	0
Community Council	1
Individual/Member of the public	92

Q5 Please tell us where you live or operate from:

Respondents' postcodes

Postcode	Count
PH1	16
PH2	10
PH3	1
PH7	2
PH8	10
PH9	2
PH10	3
PH11	3
PH12	1
PH13	3
PH15	5
PH16	3
DD2	1
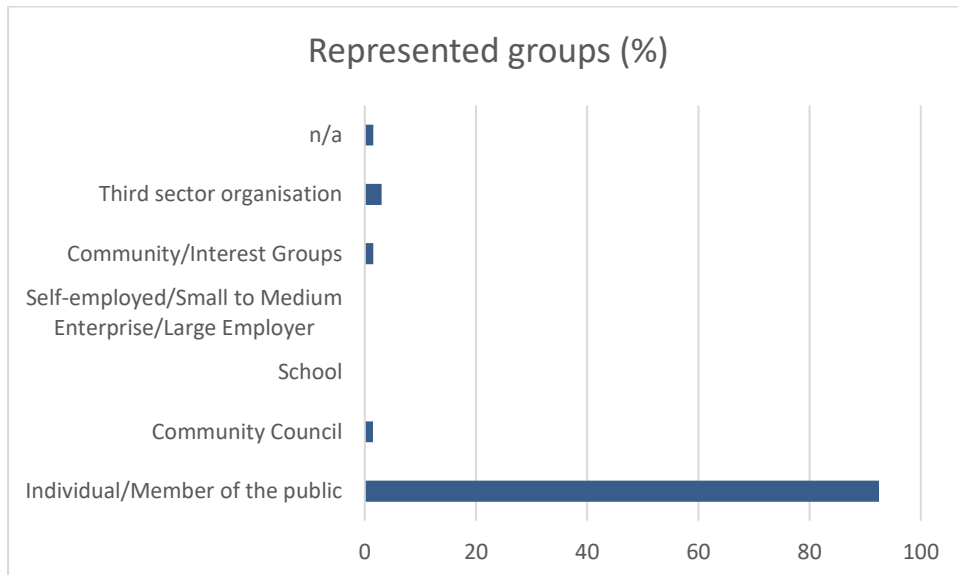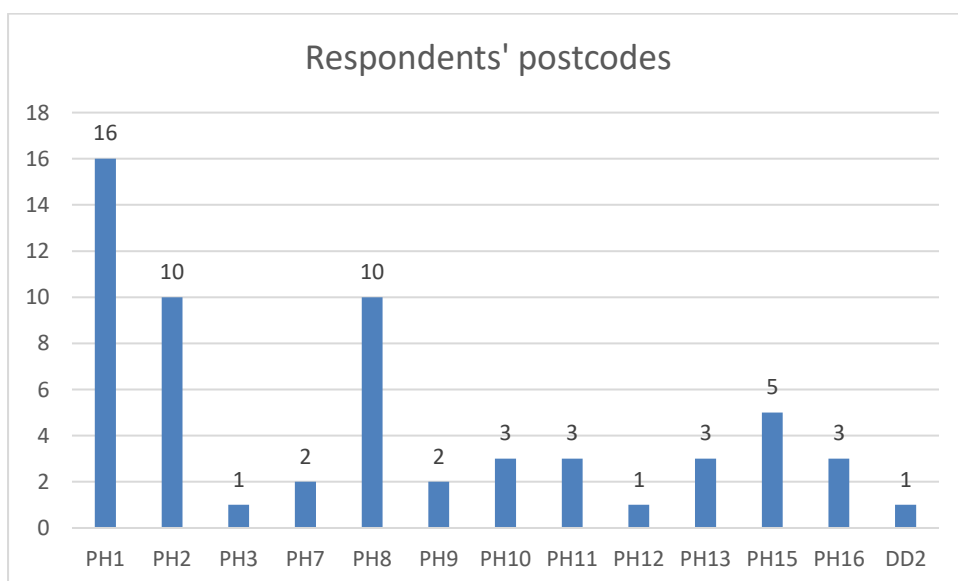
Biodiversity

Q6 Do you feel the Council has enough measures in place to protect biodiversity?

Majority of respondents (67.2%) do not think that the Council has enough measures in place to protect biodiversity.

Responses on effectiveness of Council measures to protect biodiversity (%)

Category	Value
Not Answered	~3
Not sure	~19
No	~67
Yes	~10
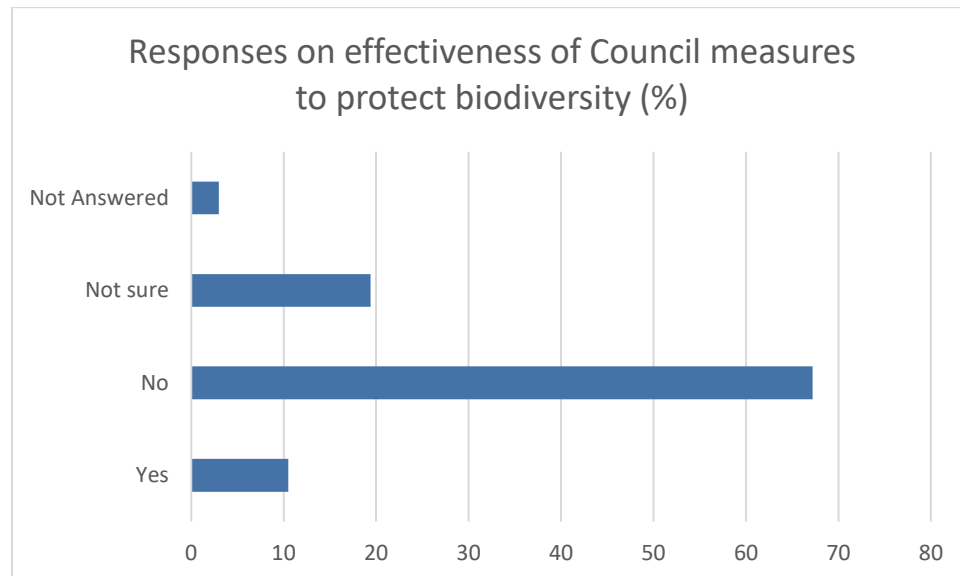
Respondents also commented that the Council could enhance its biodiversity protection measures by a number of actions like: stop cutting the grass, improve greenspaces, use planning powers to protect biodiversity and follow other Councils' approach e.g. Stirling Council and their strategy to safeguard pollinators. Ending the use of pesticides and raising awareness to the wider public were the two most common suggestions raised by respondents.

Greenspaces

Q9 Would you support the Council reviewing its grassland management policy* to support wildflower meadows cut once a year to reduce emissions from grass mowing machinery cutting areas and enhance biodiversity in some places and where appropriate?

The majority of respondents (94%) would fully support the Council reviewing its grassland management policy to support wildflower meadows cut once a year to reduce emissions from grass mowing machinery cutting areas and enhance biodiversity in some places and where appropriate.

Support for reviewing the Council's grassland management policy (%)

A horizontal bar chart showing:
- Not Answered: approximately 2
- Not sure - I am neither for or against at this time: approximately 3
- No - I would not support: approximately 0
- Yes - I would fully support: approximately 93

(x-axis: 0 to 100)
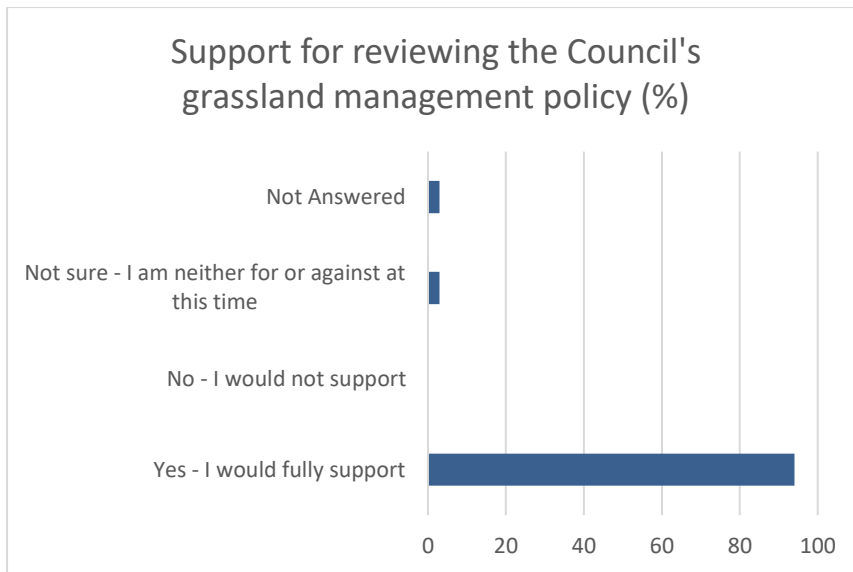
Q13 Would you support the Council in exploring existing parks and greenspaces to deliver renewable heat/power for community and public sector buildings where these are considered to have potential?

The majority of respondents (80.6%) would fully support the Council in exploring existing parks and greenspaces to deliver renewable heat/power for community and public sector buildings where these are considered to have potential while only 4.5% would not support this action.

Support for the Council to explore existing parks and greenspaces to deliver renewable heat/power

A horizontal bar chart showing:
- Not Answered: approximately 4
- Not sure - I am neither for or against at this time: approximately 12
- No - I would not support: approximately 5
- Yes - I would fully support: approximately 80

(x-axis: 0 to 90)
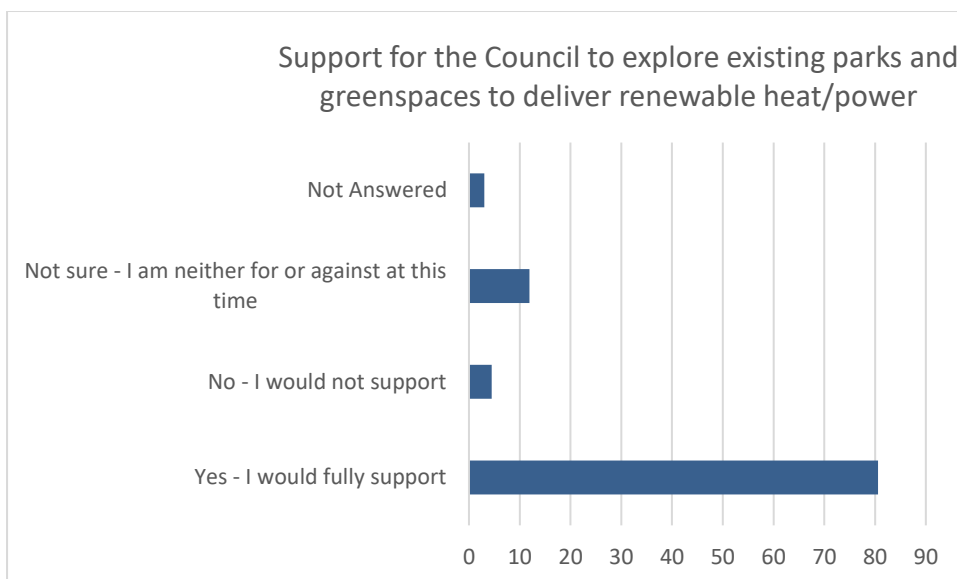
Open spaces

Q14 Would you support the increase of the overall coverage of woodland in maintained open space e.g. increasing tree planting* in our 92 parks with native trees that will capture increased tonnes of carbon dioxide each year and reduce emissions of grass mowing machinery?

The majority of respondents (91%) would fully support the increase of the overall coverage of woodland in maintained open space and no one expressed opposition.

Support to increase the overall coverage of woodland in maintained open space (%)
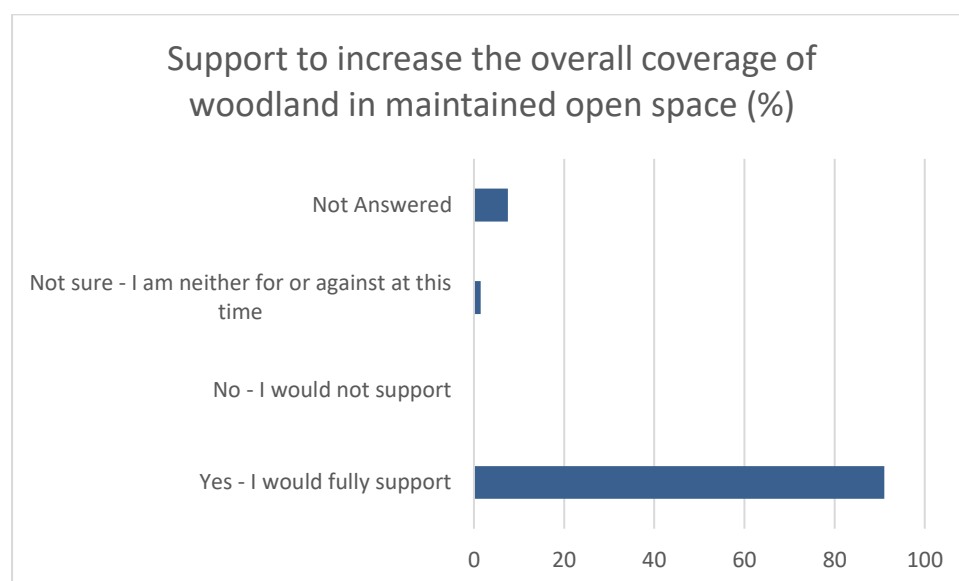
Q18 Would you be interested in getting involved in any of the following community food growing initiatives in your area? (Please select all that apply)

70% of respondents have expressed an interest in potential community food growing initiatives, with all three options receiving a sizeable response. Forming a new allotment/community garden was the most popular, with 44.8% selecting it as the first option.

Interest in community food growing initiatives (%)
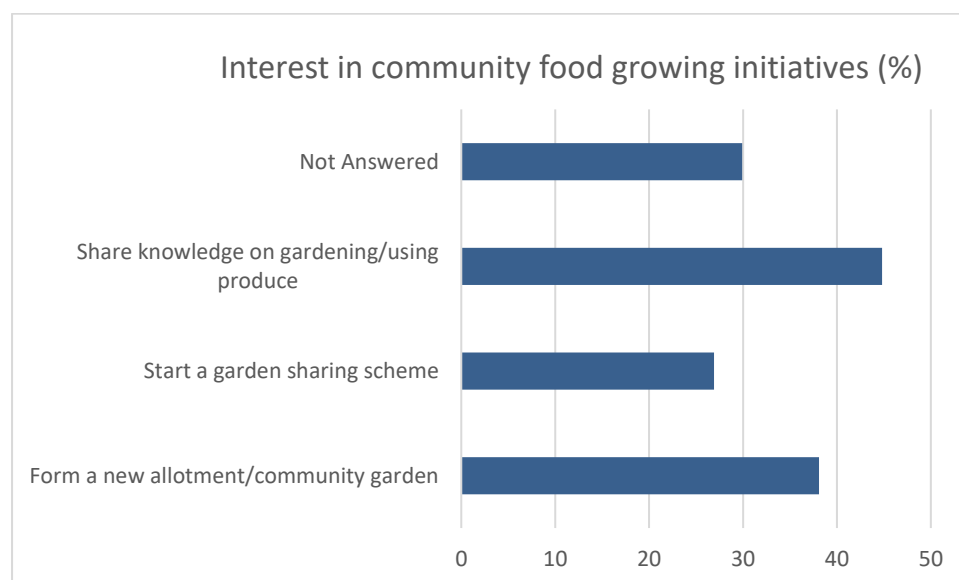
Q21 How willing would you be to change your eating habits and shift to a more sustainable and healthy diet?

Respondents showed a clear willingness (85%) to make changes to their eating habits and shift to a more sustainable and healthy diet, with the majority of respondents (53.8%) would be very willing, while 9% would be neither willing nor unwilling to make changes. Only 1.5% of respondents would be very unwilling to make changes.

Willingness to change eating habits (%)

Category	Value
Not Answered	~3
Not sure	0
Very unwilling to make changes	~2
Unwilling to make any changes	0
Neither willng nor unwilling to make changes	~9
Willing to make changes	~33
Very willing to make changes	~54
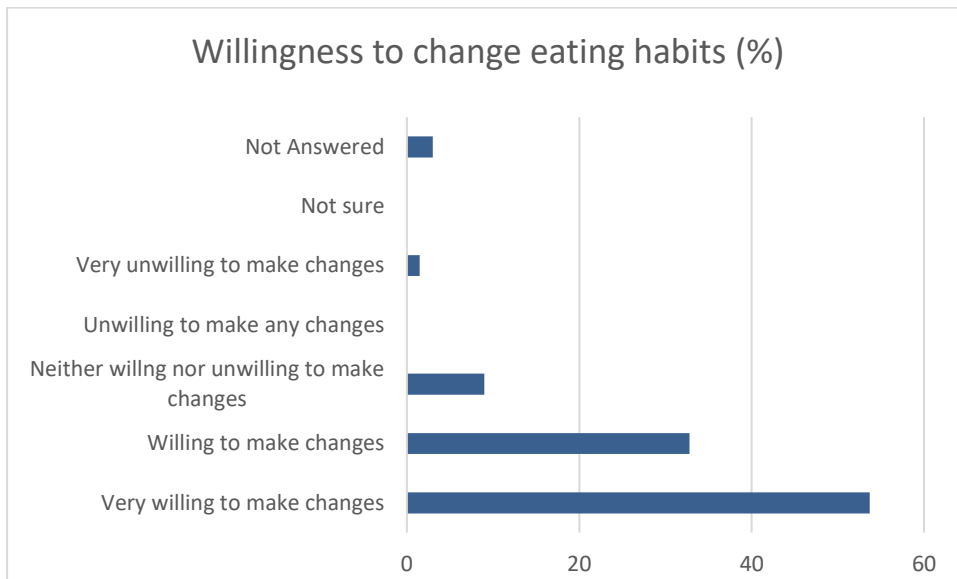
Respondents also commented that cost, availability of local produce, lack of reliable information, skills and knowledge are the main things that limit them from changing their eating habits and shifting to a more sustainable and healthy diet.

Planning Controls

Q22 Do you think planning policies in the Local Development Plan contribute towards tackling Climate Change?

The majority of respondents (41.8%) are not sure whether planning policies in the Local Development Plan contribute towards tackling climate change while 22.4% are sure.

Local Development Plan policies and their contribution towards tackling Climate Change (%)

Category	Value
Not Answered	~9
Not Sure	~42
No	~26
Yes	~22
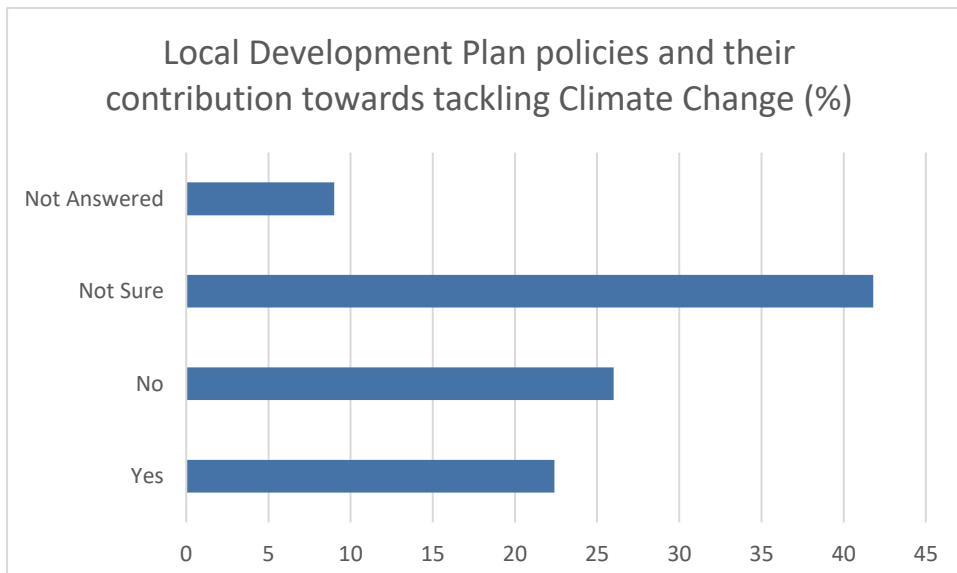
Respondents also commented that climate change needs to be considered as a major factor in all policies withing the Local Development Plan where possible. The removal of trees and woodland to build new developments has been highlighted as one of the main issues with

PKC's planning policies. Respondents suggest a stricter approach with new developments in order to protect trees and biodiversity.

Q26 Please rate the following aspects of tackling climate change in order of importance, with 1 being very important and 9 being not important at all:

Ranking of the following aspects of tackling climate change in order of importance

Aspect	Ranking
Design of homes and access to digital infrastructure to support homeworking	2.7
Access to local services & community facilities	3.5
Planting new trees	4.0
A number of well-connected green and blue spaces	4.6
Renewable energy sources to heat buildings and provide power	4.8
Developments that protect and create new resources for wildlife and habitats such as wildlife corridors	4.8
Good walking and cycling infrastructure	4.9
Good public transport links	5.1
Energy efficient buildings	5.4

The ranking of the given options did not differ significantly amongst most respondents. Energy efficiency buildings and good transport links were the two options with the highest ranking at 5.4 and 5.1 respectively. Good walking and cycling infrastructure and developments that protect and create new resources for wildlife and habitats such as wildlife corridors were the next options with the highest ranking at 4.9 and 4.8 respectively. The design of homes and access to digital infrastructure to support homeworking was the option with the lowest ranking at 2.7.

Given that buildings and transport are the two largest sources of emissions in Perth and Kinross, it is promising that public perception of importance of them was aligned with this.

Agriculture

Q27 Prior to this questionnaire, were you aware of the contribution of agriculture to greenhouse gas emissions?

The majority of respondents (76.1%) were fully aware of the contribution of agriculture to greenhouse gas emissions, while only 1.5% of respondents were not aware.

Other uses of land

Q30 Do you think it is important we change the way we use our land and how this contributes to climate change?

The majority of respondents (77.6%) think it is extremely important that we change the way we use our land and how this contributes to climate change. 13.3% think this is something moderately important and 3% think it is somewhat important.

Q35 How important do you think the role of land is in helping us adapt* to climate change?

The majority of respondents (85%) think the role of land is extremely important in helping us adapt to climate change, while 9% this it is moderately important and 1.5% think it is somewhat important.

Q40 Please rate these greenspace improvements in order of importance (1 being the least important and 4 the most important).

The ranking of the following greenspace improvements in order of importance did not significantly differ among the options.
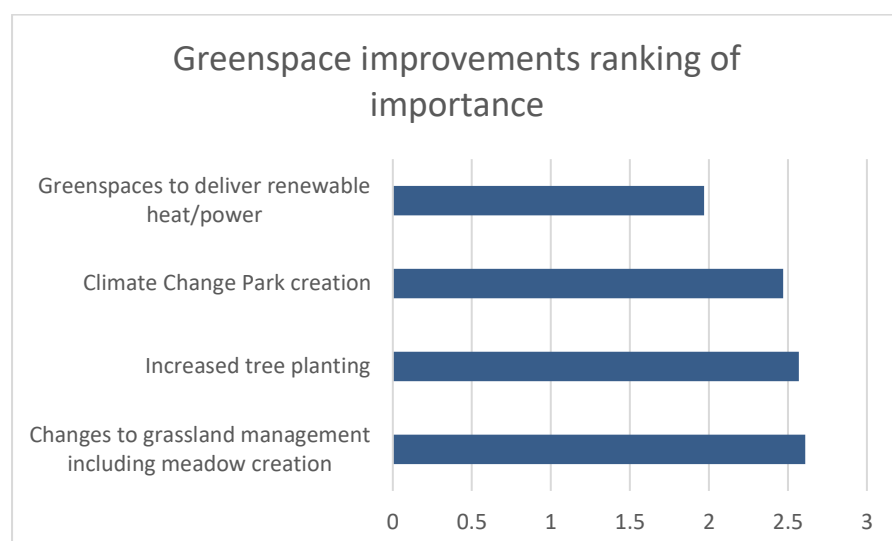
Virtual focus groups feedback

- <u>Concern about the impact of CTLR on woodland and about the quality of the compensatory planning</u>

  Concern about loss of native woodland and should look at root binding to transplant trees which could potentially be done by community. Mentioned that trees should be planted at the same time as the CTLR. In response it was suggested replanting for specimen trees was possible but not generally due to costs and that there is a need to ensure that the conditions which are in place for the CTLR are monitored.

- <u>Food production</u>

  Interest in appropriating land for food production and looking at agroforestry. Bio regionalism is big opportunity for Tayside and how we work in harmony on nature. PKC are interested but neither forestry nor agriculture are subject to planning control.

- How do we move away from inappropriate felling?

Example in Blairgowrie where woodland was removed without permission and there needs to be better protection. Ancient woodland not legally protected and this weakens the Council's position. Also issue with trees being cleared prior to planning application and this is a national loop hole.

For felling permissions, for planting and stocking PKC can comment and has some influence there. Forestry Commission felling rules have also been tightened up recently particularly associated to watercourses so useful to report issues.

Acknowledged that planning controls are not well enforced due to lack of sufficient fines and lack of interest from courts and enforcement system is not strong enough. However, Council has increased resource for enforcement, so improvement expected. Trees also need protection from deer, and NatureScot need to take stronger stance.

- Issues with inappropriate planting

Friends of Ochils have issue with plantations of Sitka spruce. They consider there to be an issue with tree planning and peat, as planting on 0.5m of peat is currently deemed ok but evidence is turning against that approach. PKC Forestry strategy identifies which areas are appropriate for what type of woodland, but concern expressed that the existing one is not fit for purpose as commercial conifer plantations proposals fit with strategy but issues in terms of habitat and wider land use issues in the uplands. Prepared with Forestry Commission and last review was moving in right direction but recognition that there is room for improvement.

Also planting discussion mentioned how we should have moved on from non-native but still at risk of repeating that. PKC are asking for riparian and native species when giving comments but there is an issue with UK forestry standard being 6-9% native whereas PKC would like 20-30% native.

- Strong Interest in a whole river catchment management system was identified during the land use themed online session which led to organising another session that focused on river catchment management. Many interesting points were discussed like who should be involved and what the benefits of such a catchment system would be for River Tay.

Phase 4 – Transport

Phase 4 of the engagement focused on the Transport sector as this is one of the biggest contributors to carbon emissions, not only in Perth and Kinross, but in Scotland and the UK. As the A9 runs through Perth, from Falkirk through Inverness and further North, it can be argued that many of Perth and Kinross' transport emissions are a result from this key part of Scotland's transport network. However there are current air quality issues, caused by transportation pollutants, across Perth and Kinross which must be addressed and actioned.

Phase 4 had a total of 30 questions, of which the responses to all questions have been analysed and actioned accordingly.

A total of 71 responses were received for this phase, however 1 respondent removed their response and so this analysis has been based on 70 respondents. This is 14% of the response to the wider engagement.

Respondent Demographics
Q4. Who are you representing by responding to this consultation?

The majority of respondents (90%) represented as individual/member of the public. Other respondents included Community Council, Community/Interest Group, Third Sector Organisation, and Other (Self-Employed SME), however the responses received representing these groups were not significant to illustrate a further breakdown.
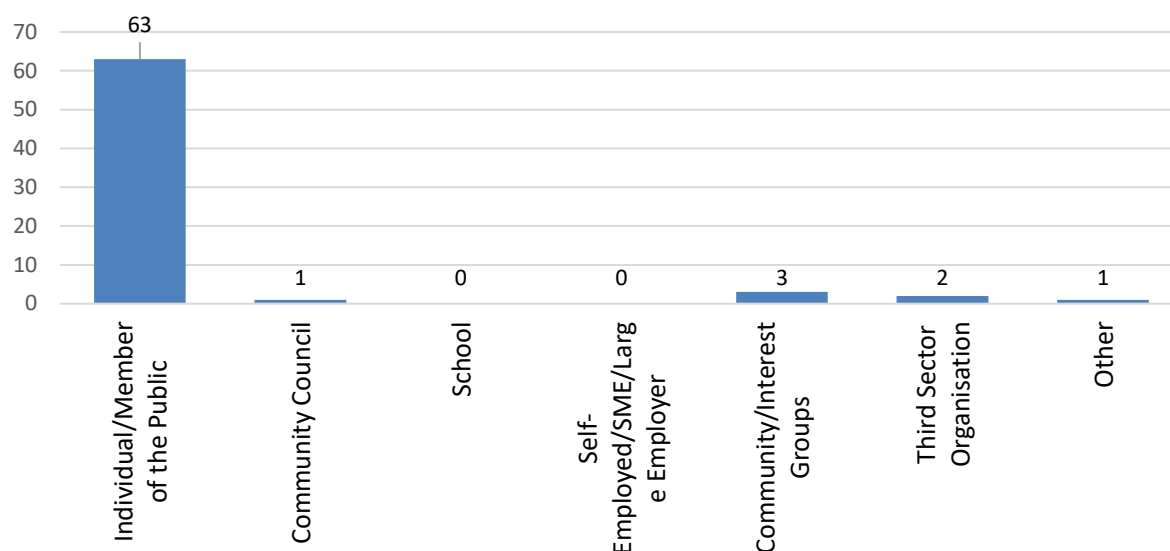
Scottish Government Targets

Q6 Prior to this questionnaire were you aware of the targets set out by the Scottish Government to tackle Climate Change relating to the transport sector?
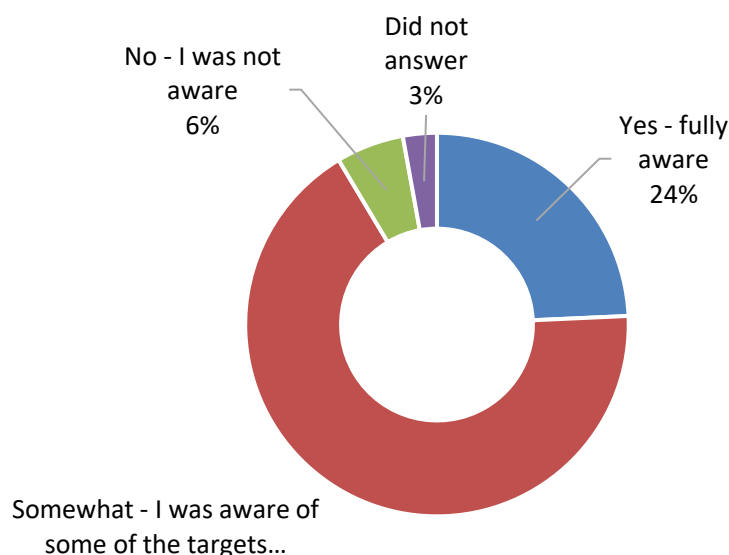
The majority (67%) of respondents admitted they are only somewhat aware of targets set out by the Scottish Government. However, 24% of respondents agree they are fully aware of these targets. Just 6% were not aware of these targets.

Q8 The Scottish Government has set targets for us all to act upon and reach together as a nation. Thinking about Perth and Kinross as a whole, do you think we should aim to deliver these targets and priorities earlier than is required by Scottish law?

Furthermore to question 6, as above, the majority (60%) of respondents feel PKC should aim to deliver targets and priorities earlier than is required by the Scottish law and to lead by example. While Q6 shows only a quarter of respondents were fully aware of what the existing targets, the response shows that there is a clear desire for Perth and Kinross to demonstrate leadership.
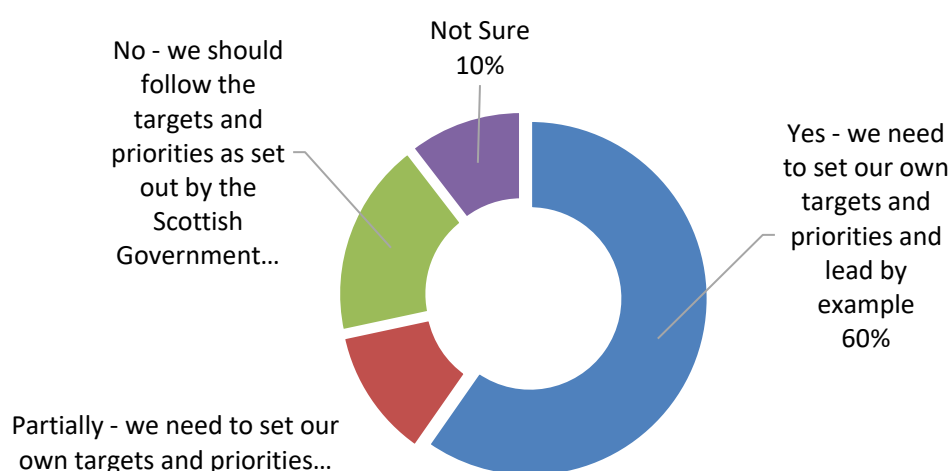
Active Travel

Q9. How good do you think that active travel links and options (e.g. pedestrianised areas, cycle lanes, bicycle lockers and active travel hubs) are in your area?
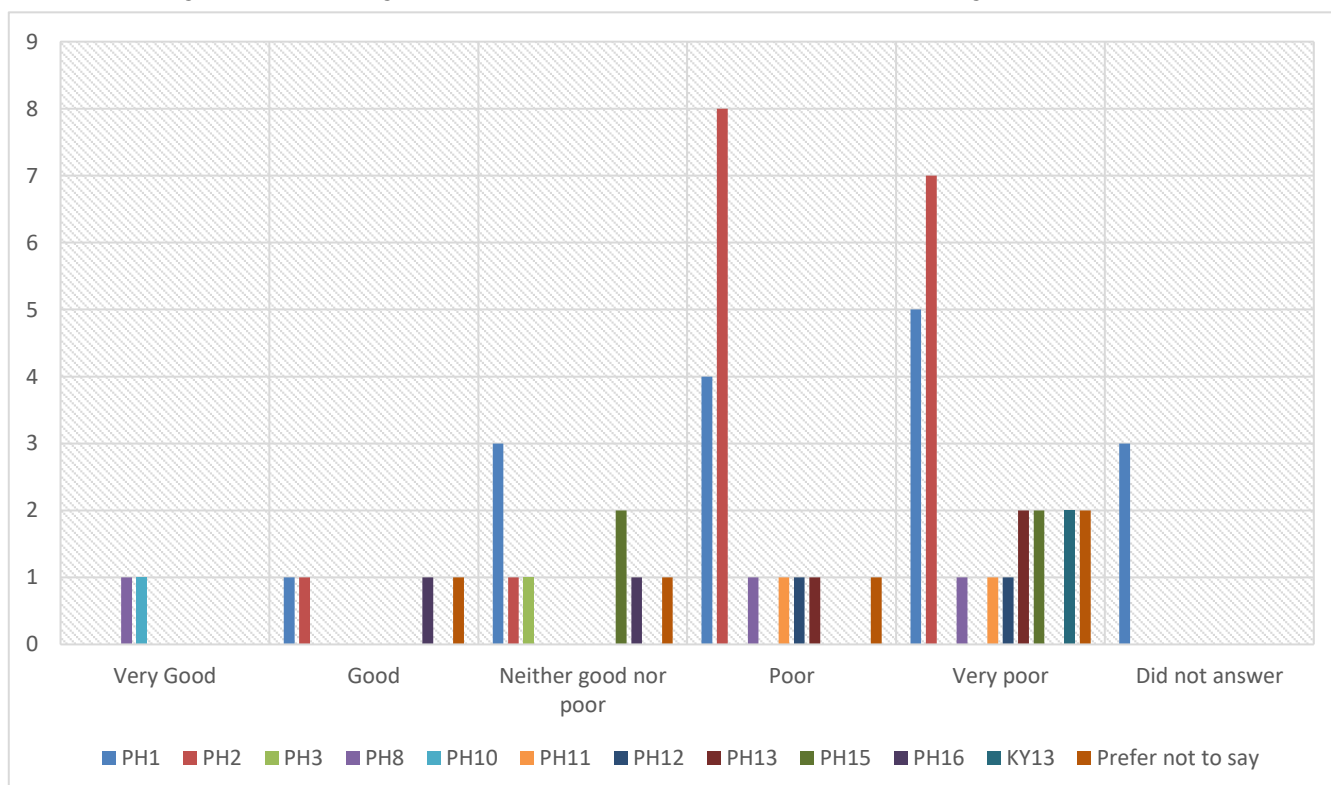
The results from this question have been split further to highlight the postcode areas in which respondents live or operate from. Most postcode areas feel the active travel links and options in their areas are either poor or very poor.

Q11. What would encourage you to use active travel methods more?

Respondents were encouraged to respond using open text for this question of which 91% of respondents provided a response. The most common themes identified were as follows;

- More efficient services and availability of facilities
- Cheaper modes of transport
- Improved safety – segregated cycle paths, footpaths, better lit paths, better maintained routes
- Heightened traffic restrictions – reduced traffic, lower speed limits
- Pedestrian priority
- Better connected cycle routes and walking paths

Sustainable Travel

Q12. How good do you think that sustainable travel links and options (e.g. Park & Ride facilities and real time public information) are in your area?

This question was similar to question 9 and also received similar with post code areas generally feeling that sustainable travel links and options are poor and very poor in their area.
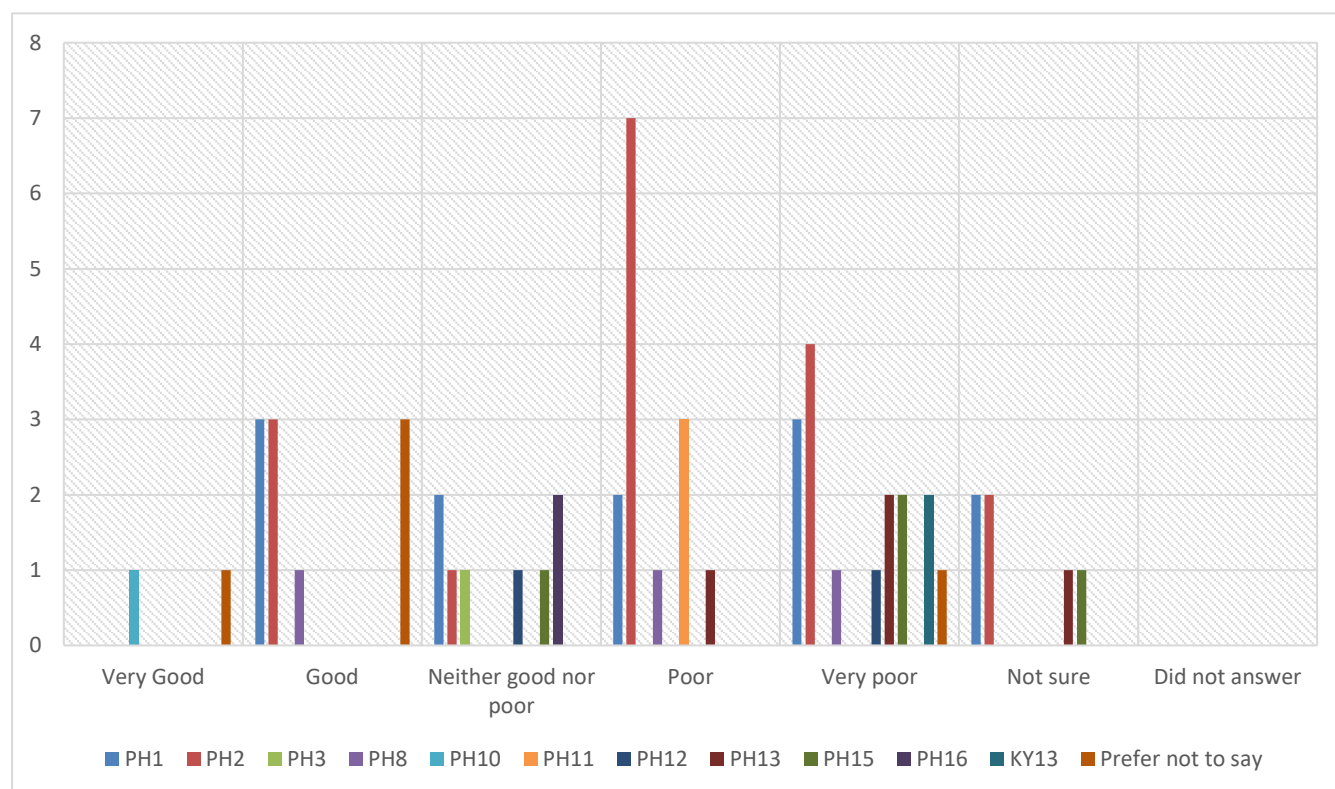
Q14. What would encourage you to use sustainable travel methods more?

Similarly to question 12 this question highlighted some key themes which would encourage respondents to use more sustainable travel methods in their area. These themes were identified as;

- More reliable modes of transport especially at weekends
- Better links between large towns and other Scottish cities
- Affordable modes of sustainable transport
- Space for bicycles and shopping on public transport
- Improved facilities (bus stations, Park & Rides)
- Real time information for users

Q15 Please rank the factors from the list below as to what you consider most important when getting from 'A' to 'B' when using either active or sustainable travel (1 being the least important and 7 being the most important):

Respondents provided similar responses to this question and it can be argued that all factors are considered as important as the others with marginal difference of importance. However, based on the analysis of the engagement 'safety' is considered the most important and 'reliability' as the least important. This can be seen in the table below;
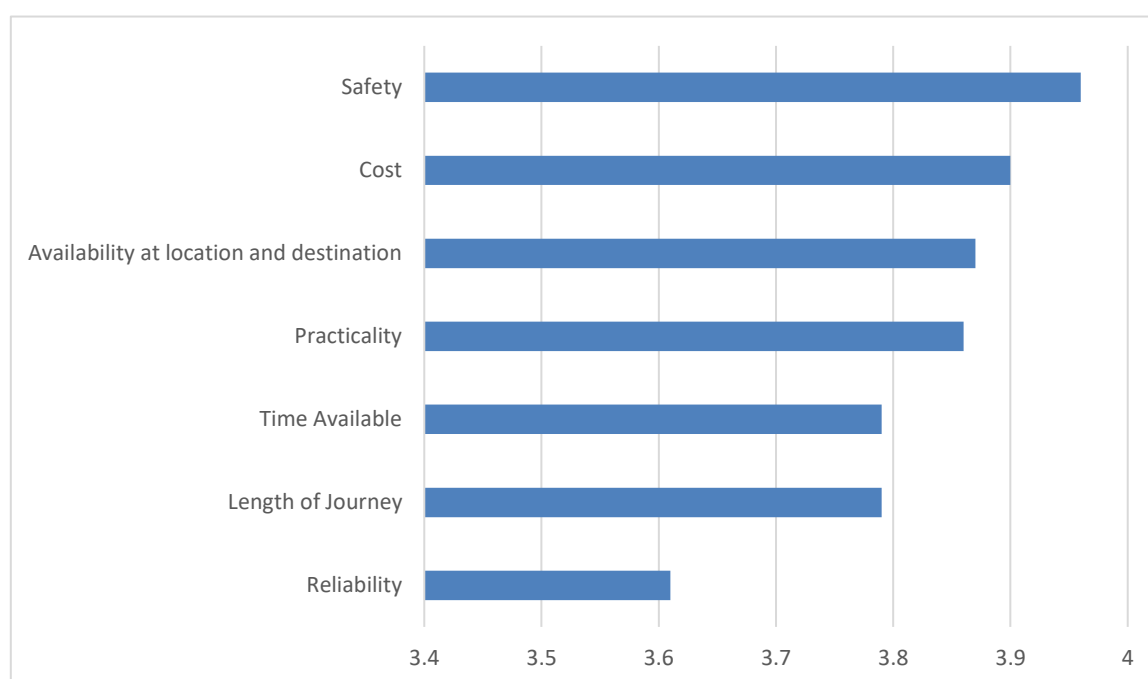
Electric Vehicles

Q22 How likely is it that your next vehicle will be an EV?

36% - Extremely likely
16% - Moderately likely
7% - Somewhat likely
16% - Slightly likely

18% - Not at all likely
4% - Not sure
3% - Not answered

Following this question, respondents were asked what would encourage them to consider an EV as their next vehicle with affordability of vehicles and adequate infrastructure being the most common themes.

Q24 Would you be more likely to choose a taxi service that use EVs over one that doesn't?

The majority (60%) of respondents agreed they would be more likely to choose a taxis service that use EVs over one that doesn't.
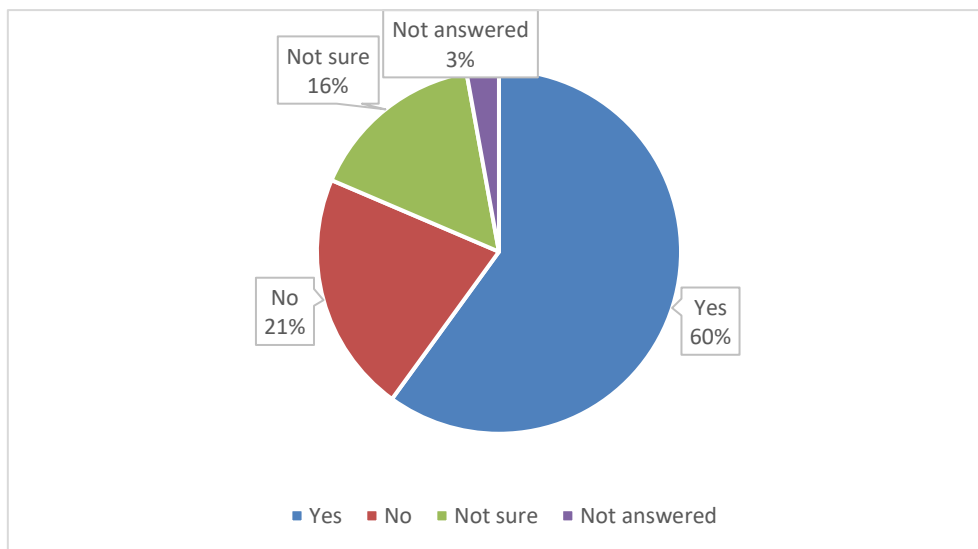
Q25 Would you be more likely to use a delivery service that convert their fleet to EVs faster than one that doesn't?

65% of respondents agreed they would be more likely to use a delivery service that convert their fleet to EVs faster than one that doesn't.
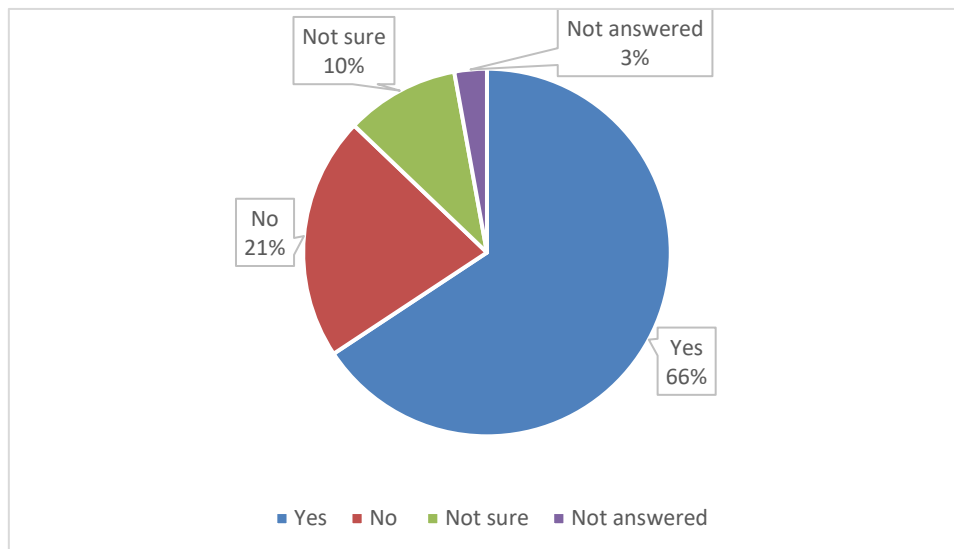
School Exclusion Zones

Q27 Do you think PKC should introduce and support School Exclusion Zones (SEZs) to discourage the use of cars within the school vicinity and encourage forms of active travel?

The majority (61%) of respondents feel that PKC should introduce SEZs to help discourage the use of cars around schools and to encourage more active travel methods.
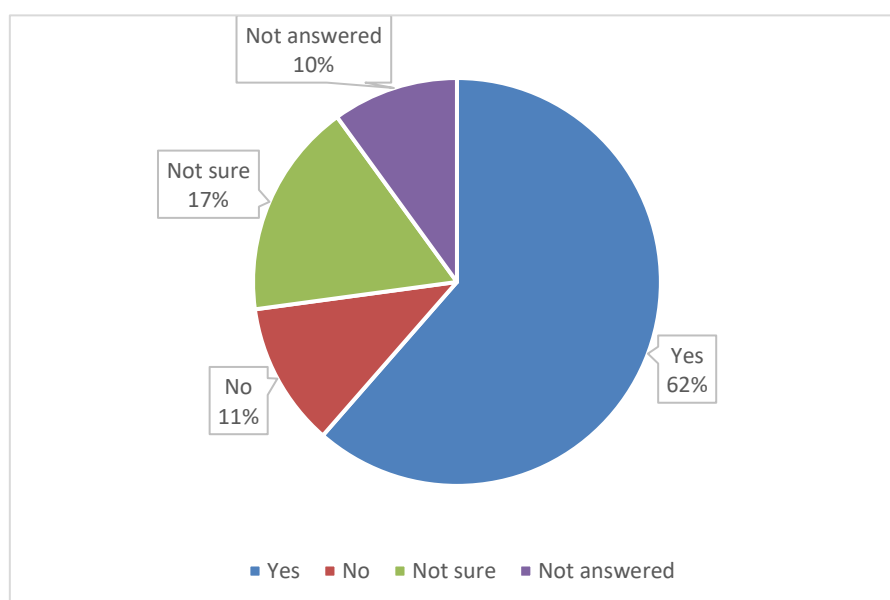
Q28. Who or what do you think benefits the most from implementing SEZs? Please rank the following list in order of importance, with 1 being the most important and 9 being the least important.

Improved road safety was recognised as the most beneficial impact when implementing SEZs.
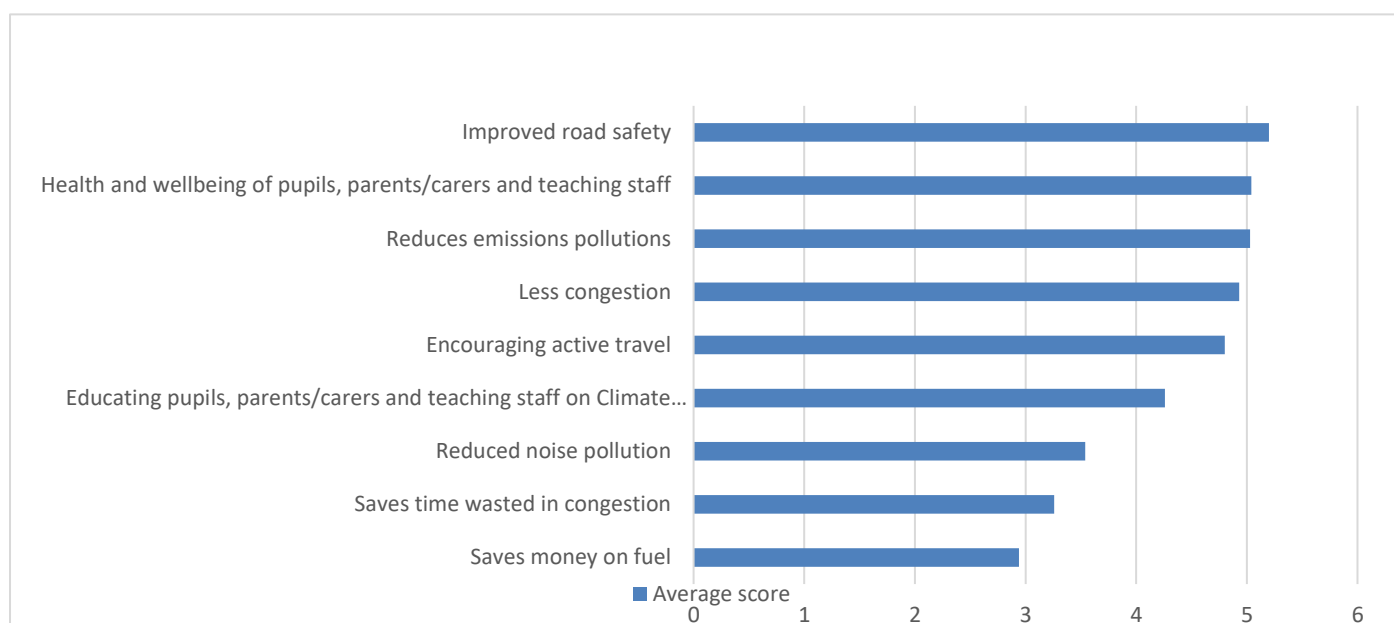
Working from home

Q29 As an individual, do you think opportunities for reduced commuting will be a positive measure in reducing greenhouse gas emissions? (please leave blank if you're responding as a business)

The majority (79%) of individual respondents feel that the opportunity of reduced commuting will have a positive impact in reducing GHGs.

Yes – 79%
No – 7%
Not sure – 4%
Not answered – 10%

Q30 As a business, do you think opportunities for reduced commuting will be a positive measure in reducing greenhouse gas emissions? (please leave blank if you're responding as an individual)

As this question was aimed for those representing a business only 77% of respondents did not answer. Those who did respond, most felt that the opportunity for reduced commuting would have a positive impact on GHGs.

Yes – 17%
No – 4%
Not sure – 1%
Not answered – 77%

Virtual focus groups Feedback

- Modal shift

General agreement that changes are needed, and better facilities required to get behavioural changes. Acknowledged that PKC has difficult decisions about use of space and

funding and battle between different modes. However there is concern that cars are currently prioritised and there is a need to have better facility there to encourage modal shift. It would encourage cycle use if we create demand by making easier and safer. Electric cars not total solution and need targets for modal shift towards active travel.

PKC agree improvements are needed, and there is focus is on city centre improvements with Perth people place project, with CTLR freeing up space. PKC are modelling traffic issues, and predictions are for growth due to new housing and behaviours. There will be changes due to Covid and there is need to balance everything and grid structure within city centre is a constraint. There will be impacts on rest of traffic if we prioritise active travel and sitting traffic has environmental consequences too so difficult balance to find.

Concern expressed that we are not making enough progress on policy commitments. Dutch made decisions based on longer term and they restricted space to motorised traffic. Behavioural changes are possible and queried whether current models allow for that. PKC acknowledged that there is not sufficient dexterity in modelling at the moment and PKC recognise need to improve modelling. Reasoned judgement on what people will do but we need a national perspective on this. PKC following same approach as other local authorities. Models need to capture reduction in traffic when preferring other modes. Queries whether there are models that the Council can use, and a data expert suggested he would follow this up and see what is possible. However whilst important to look at improving modelling, it was also mentioned that PKC will not necessarily not progress scheme just because of traffic impact as recognise issues with that approach.

Mentioned that South Street looks tired and could be better if PKC reduced car usage. PKC mentioned South St does have potential due to width and will be looking at this.

- How do we reduce emissions from HGVs and encourage freight modal shift from road to rail
PKC has little influence in direct sense. In terms of indirect influence could PKC for haulage companies influence priorities for cleaner fuel for their fleet. Unfortunately no real influence unless using them and then our procurement process could give greater emphasis. Business rates and tax controlled nationally. Network Rail have been looking at diesel stabling yard for fleet north of central belt in Perth as they electrify the south.

In terms of having a hub at Inveralmond which would then take deliveries into city centre this could reduce emissions. Previously it didn't go ahead as no private sector interest, the hub is good idea but may need more significant population base. Worked for Bristol as ½ million just about made that viable. However that was in past and is something we will look at again along with other measures to dissuade HGVs from city centre. Previously looked at delivering to city centre shops but now with online shopping and home deliveries it would be different scenario. Surveys show that white van/car delivery is increasing. Impact from home delivery is issue in London, they had 6% increase from this.

- Parking policy and its impact on modal shift
Parking policy is important to encourage modal shift and there is need to consider what might happen if more spaces become available to commuters. Desire expressed for a review of the PKC strategy to consider reducing parking and making more expensive and to encourage parking on edge with good routes in. Also considered that parking areas could be used for better purposes.

PKC confirm there is a strategy and it will be updated and agree this needs more consideration of active travel. There was no monitoring last year but agree there is surplus of spaces. In terms of private spaces PKC don't have control of pricing. The Council could also have workplace parking levy and has been suggested and is controversial. In terms of park and ride, PKC are working to establish 4 to cover all main routes.

In terms of increased pedestrianisation the shops tend to get anxious. Need for evidence to help take this forward. How do people currently get to shops, and can we show how changes would improve situation. PKC agree the evidence is there and people that

come in from active travel tend to spend more. However some businesses rely on quick visits, with short turnover. Controversial thing to address but acknowledged need to use evidence and that parking is important to get right. Also recognised that town centres will have a different function post Covid.

- Desire for integrated, accessible, responsive public transport with lower journey times

Agreement that integrated public transport between different operators is key but the how to this achieve is not within PKC direct control. Also preference for more direct route for Perth to Edinburgh and investment in rail was mentioned. Considered that free travel for under 19 will make difference but otherwise it is very expensive. Travel poverty is a key issue for rural areas. A9 dualling was also mentioned as a concern and there is a need for investment in rail and use of it for freight.

PKC have made representations on rail investment for journey times to Edinburgh, and investment at Ladybank, but not pushing particularly for the direct route and recognise some disagreement on best approach. National transport strategy is under review so opportunity for comment again.

- EV charging and encouraging electric cars

There is issue with lithium and embedded energy. Electric cars important part of equation but need for focus on active travel where possible. However recognised that whilst particulate matter is a factor it is much lower for electric vehicles so significant health beneficial impact.

Transport Scotland say all LA should introduce tariffs. PKC hope to introduce tariffs from January 2022 – paper to be submitted to committee in Autumn 2021. Looking for parity across Tactran area. Hoped that there would be national standard.

Suggested that St Catherine's car park could be used for charging points. Considered that Transport Scotland grant funding relates to public parking but PKC recognise need for dedicated hubs in Perth.

PKC want to discuss electric vehicles with taxi drivers, not direct influence, although some through procurement since they are school transport. Also could consider if license conditions are linked to type of car. Dundee has been successful but shorter journeys. With Tactran, PKC are involved in creating a strategy and part of that is about taxis, Dundee is leading the way and work is ahead of us on this issue.

- Bikes on trains and buses

Bikes on trains and buses is big issue and LNER will still not take any more bikes, and difficult to hang from hook which will be difficult for users. This is not within control but can raise with Transport Scotland, Network rail and to operators and might be better to co-ordinate through COSLA. PKC looking to Borders buses and we are looking to pursue it and thinking about A9 North as it is a tourist route. Looking for avenues to encourage operators.

- Good Practice of PKC

Fleet targets to electrify fleet (cars and small vans) has been brought forward to 2025. It is therefore crucial that a strategy is developed and implemented to meet these ambitious and challenging targets. Currently approx. 10% of PKC fleet is electric – much more to be done before 2025 target.

Transport Scotland/Energy Savings Trust awarded PKC funding in 2020/21 to enable the purchase of EVs for Fleet and to implement chargers in depots across the Council area to support charging EVs.

Phase 5 – Business & Industry and Waste & Resources Management

Phase 5 of the Climate Change engagement focused on the Business & Industry and Waste & Resources Management sectors. It was felt important that PKC gain a better understanding of the different sectors across Perth and Kinross and what practices are in place or what challenges these sectors face in terms of tackling climate change.

Phase 5 had a total of 42 questions of which the responses to all questions have been analysed and actioned accordingly. The questions were split into different sectors and each question was optional for respondents to provide information that is only relevant to them or their sector/industry. The different sectors were as follows;

• General
• Fleet for Business
• Transport
• Agriculture & Forestry
• Tourism
• Waste & Resources Management

This phase received 14 responses in total, just 3% of the response to the wider engagement. The response numbers to this phase are too low for the results to provide a representative sample and carry statistical significance.

Respondent Demographics

Q4 Who are you representing by responding to this consultation?

As can be seen from the table below, the majority (79%) of responses represented Individual/Member of the public whilst one response was received to represent Community Council and similarly for self-employed.
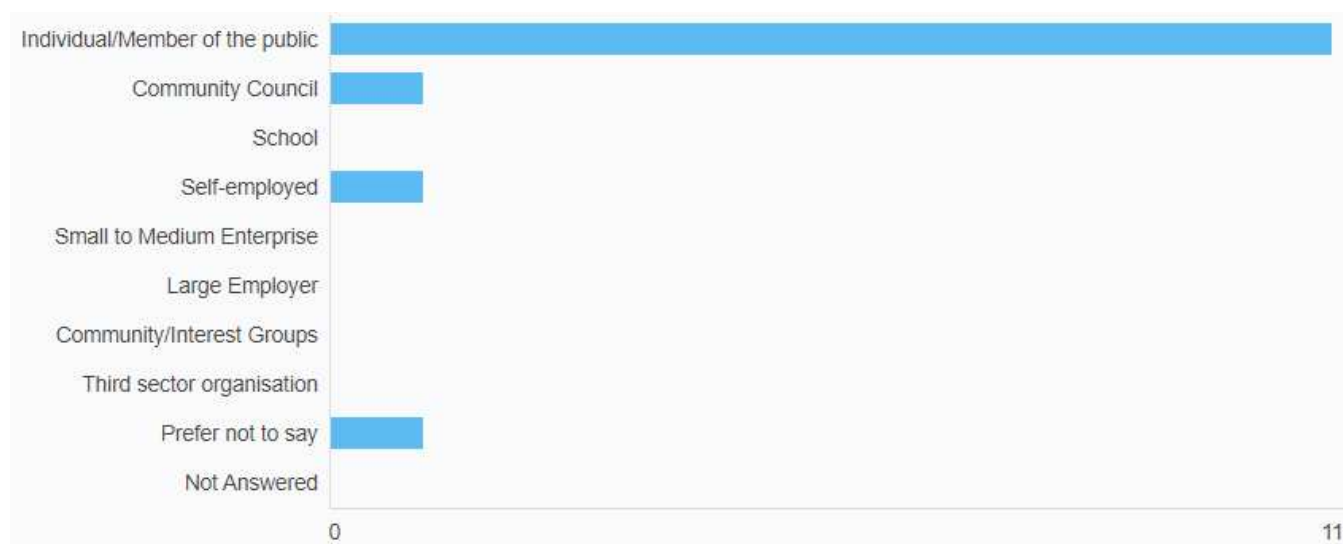
Q5 What best describes you?

Further to question 4 it was important to better understand the position of each respondent. A total of 5 respondents (36%) responded as a business owner/senior management whilst all other respondents replied as "Other".
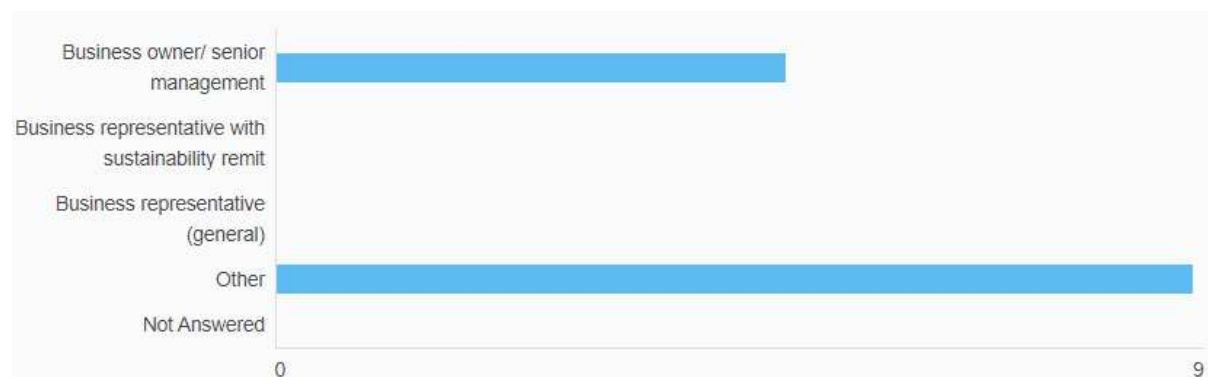
Business Resources

Q7 Are you aware of funding, technologies and skills training resources and support available to companies/organisations in business and industry to tackle climate change?

50% of respondents are somewhat aware of funding, technologies and skills available to their company/organisation, yet only 14% are fully aware. Additional comments suggested Perth Campus/University of Highlands & Islands as a resource. Another respondent identified that start-up companies are not always eligible to receive funding and financial support for green measures.
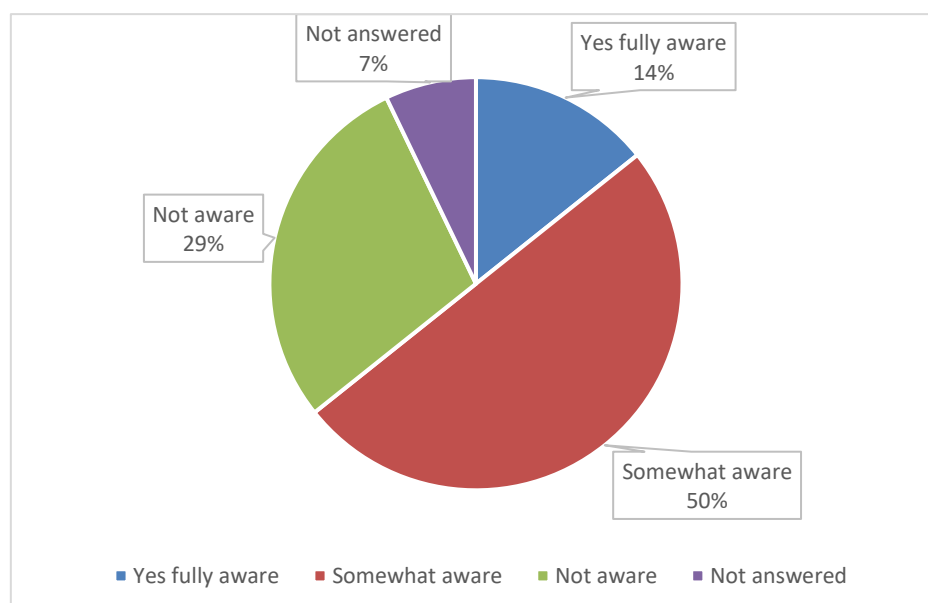
Green Recovery

Q10 In what way do you think your business could help a 'green recovery'?

50% of respondents answered this question. Respondents were encouraged to use open text to provide a detailed response.

Some of the key and common themes from this were as follows;

- Access to grants (not loans) to replace existing fleet with more sustainable vehicles
- More work with planners to change regulations for housebuilding and to encourage greener solutions in the housing industry
- More advice and support available to the average person to encourage and highlight what they could do to become greener and what benefits it would have for them
- Working hubs and flexible working spaces
- Reduce carbon footprint from transport, packaging, office and employee sustainable commute facilities (showers, bike racks, safer walk/cycle routes, etc.)
- Demonstrate leadership as to how a coherent recovery can take place

Fleet for Business

Q12 How could the Council support the transition of your fleet to low-carbon?

This question received 2 responses. The provision of grant funding to replace vehicles was the support identified.

Q15 Do you have a strategy in place to replace internal combustion engine vehicles and replace with low-carbon vehicles?
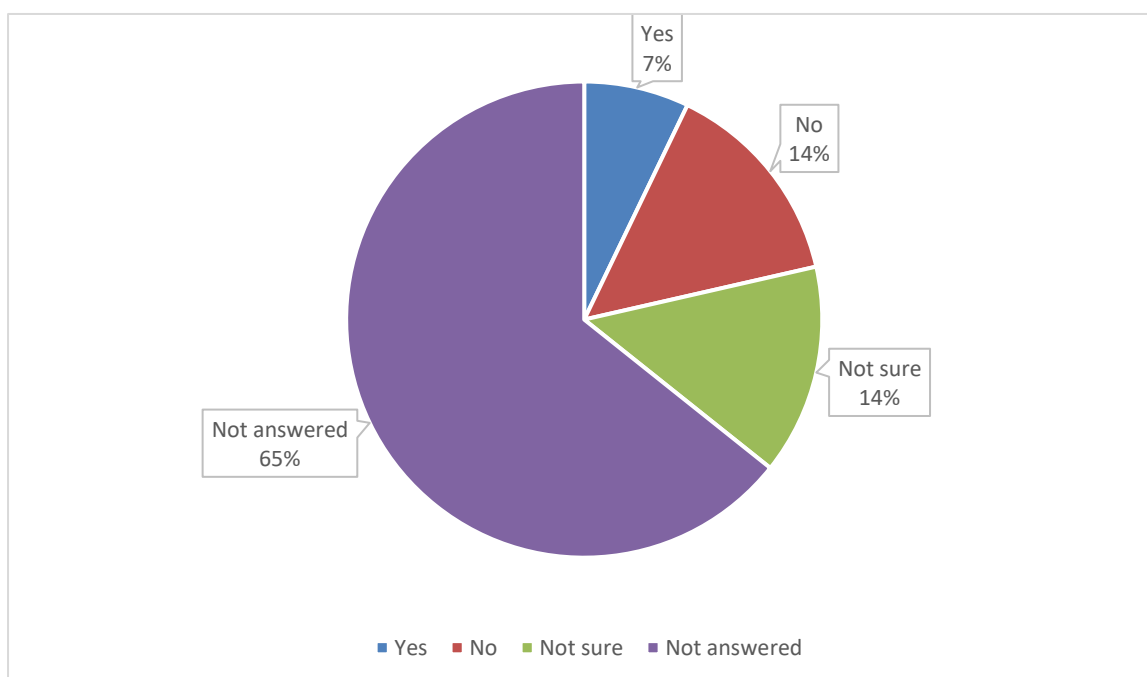
35% of respondents answered this question. The key barriers identified to implementing a strategy are cost and suitability of replacement, and the provision and availability of additional infrastructure to support EVs and BEVs

Q16 What do you consider to be the most important element when considering low-carbon vehicles as part of your fleet?

This question received 3 responses. Respondents were asked to choose one answer. The below were identified as the most important;

- Affordability of low carbon vehicles
- Availability of charging infrastructure
- Location of charging infrastructure

An additional comment suggested this question should have been a multiple choice as it is a combination of several factors, some of which outweigh each other and contribute to the formation of a business plan.

Q17 How willing would you be to participate in a collective initiative (i.e. work in a group with other businesses towards sustainable transport solutions) to reduce business travel?

Of the 5 responses received, most were very willing. There may be some uncertainty or perhaps not enough information, or good practice examples, of similar initiatives which may encourage others to consider this.
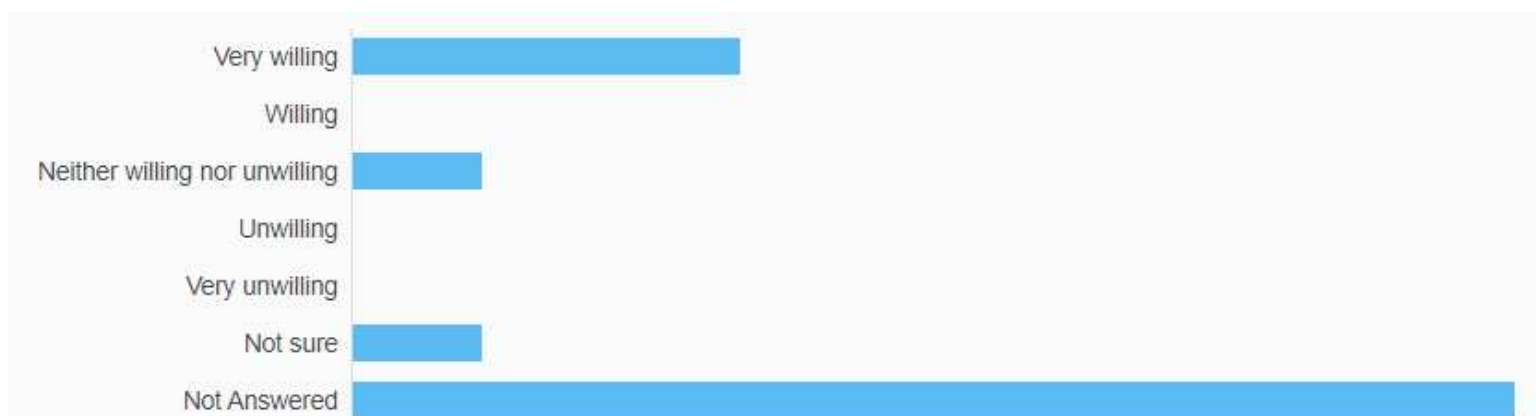
Transport – Employee Behaviours

Q22 How easy do you think it is to minimise the use of transport and travel for meetings by encouraging tele-conferencing and virtual events/meeting rooms?

This question received a total of 8 responses, 5 of which felt this would be very easy and the remaining 3 felt this would be easy. No further comments were added.

Transport - Logistics

Q24 Are you aware of business support and information on market and customer profiles that are available locally and nationally to help inform business decisions?

A total of 6 responses was received for this question. 4 respondents said they are not aware and 2 are not sure. This suggests there is either a lack of information or awareness of support and information available.

Agriculture and Forestry

Q28 What are the main incentives for your business/organisation to influence your decisions and shift to more sustainable practices?

The 3 respondents who answered this question each agreed that funding/subsidies and other Government support are the main incentives.

Q29 What support do you think is required, from both Government or non-Government agencies, to help the agricultural and forestry sectors to become more sustainable?

Respondents were encouraged to use open text to provide a more detailed answer for this question. 6 respondents provided feedback for this question and suggested the following;

- Funding/subsidies
- Legislation and byelaws to protect nature and enforcement officers
- Land value tax – encourage the split of larger farms to allow new entrants
- Penalties for bad practice
- Incentives for climate and biodiversity friendly practice and activities
- Rural support squads

Q30 Please provide any suggestions/projects on how the agriculture and forestry sectors can help to protect and develop our local natural capital (e.g. biodiversity, water, soil)?

Respondents were encouraged to use open text to provide a more detailed answer for this question. 6 respondents provided feedback for this question and suggested the following;

- Research – use techniques and tools developed by JHI and RSGS
- Environmental improvement grants
- Increase biodiversity
- Managed wildlife areas
- Reduce the use of inorganic fertilisers
- Changed and adaption to current farming methods and practices;
    i. Permaculture
    ii. Hydroponics, aquaponics
    iii. Renewable energy sources
    iv. Crop rotation and polycultures
    v. Agroforestry

Tourism

Q31 What does the term "Green Tourism" mean to you?

64% of respondents answered this question. The top 5 definitions of green tourism were identified as;

1. Promoting the natural environment (100%)
2. Protection schemes and areas for flora and fauna (89%)
3. Promoting the use of green and sustainable energy resources (89%)
4. Using local produce to support local shops and farmers (89%)
5. Responsible waste disposal (89%)

Q33 Please provide any suggestions/projects to support 'green or responsible tourism' in your area?

- Visitor attractions – encourage people to take an interest and seek local guides and information as required
- Discourage any further tourist orientated initiatives in areas which have already reached saturation point
- Identify 'green' areas to promote and make these accessible and appealing
- Improve public transport so visitors have better ability to reach greener areas without the use of a car
    o Incentives including sustainable transport discounts
- Clear, visible and safer walking/cycle paths
    o Use old dis-used railway lines to provide safer routes away from busy roads

Waste and Resources Management

Q34 Are you aware of any education, skills training and funding support offered by Government or non-Governmental agencies to help businesses/organisations manage waste?

71% of respondents answered this question. From the data below it is clear that most are only somewhat aware, or not aware, of what is available to businesses/organisations to help manage waste
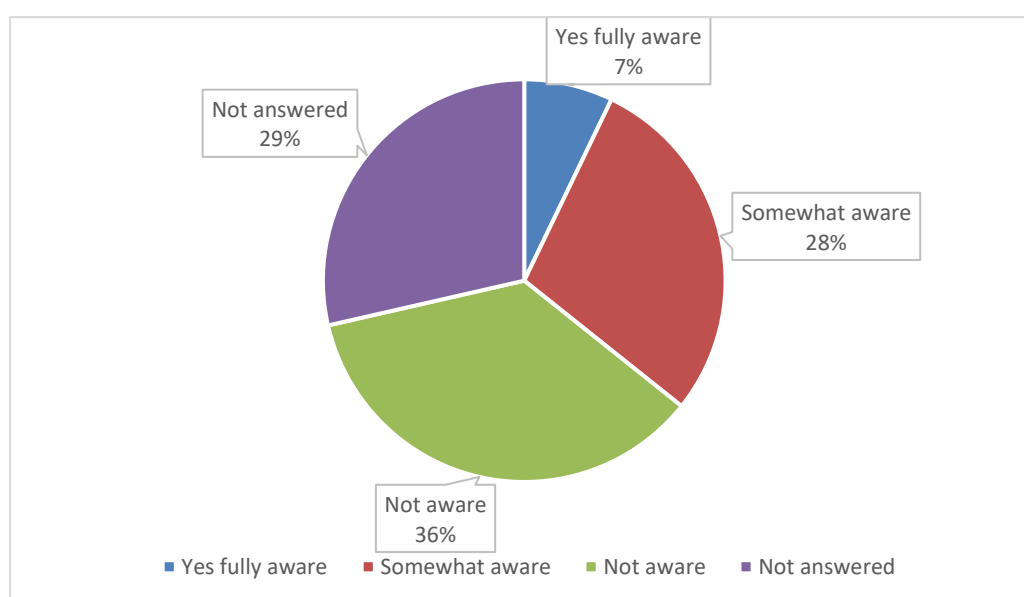
Q39 Circular Tayside helps businesses to identify and capitalise on circular economy opportunities. Before this engagement were you aware of Circular Tayside?

Of the total of 10 responses, 70% of these were not aware of Circular Tayside.
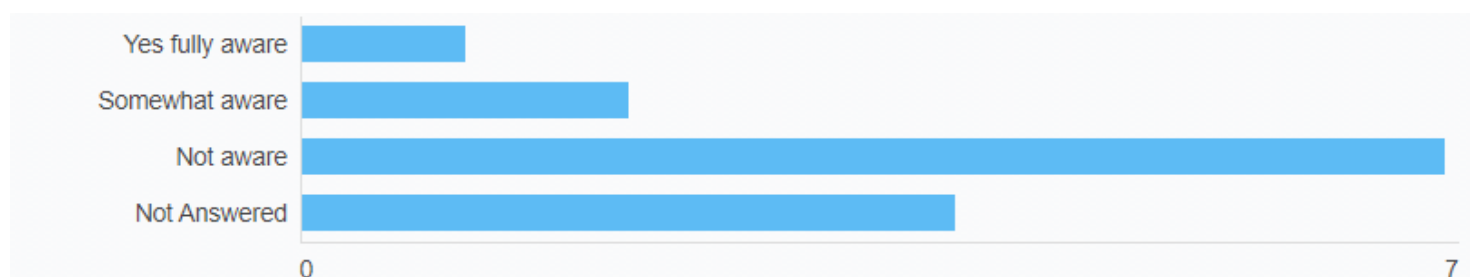
Q40 Please put the following parts of the Circular economy in order of importance as to their role in having an impact on climate change, with 1 being the least important and 4 being the most important.

79% of respondents answered this question and ranked the order of importance as below;

Most important	Recycling
	Reuse of resources/materials
	Prevention (for example, resource and product sharing, design for disassembly, servitisation and maintenance, leasing models
Least important	Refurbishment and remanufacturing

Virtual focus groups Feedback
<u>Covid impact and recovery</u>

- The impact of Covid on total carbon emissions in Perth and Kinross?
    i. Recycling rates have decreased
    ii. More domestic waste collection and less commercial waste
    iii. Contamination rate has significantly decreased – how do we continue to manage this?
    iv. Closing of recycling centres has proven to be a priority issue to address moving forward
    v. Staff absence due to Covid has impacted operations

- Supermarkets – post-Covid education? Reducing the use of polybags? Managing food waste particularly in Perth City?
    i. Containerisation was rolled out during 2020
    ii. Dry mixed recycling also rolled out during 2020 however there was a lot of contamination and it's important for all residents to get on board and be aware of their actions
        i. Is contamination due to a lack of understanding or the misuse of people who pass-by?
        ii. Champion residents may be an option to lead the way and educate

Appendix B: Overview of Perth and Kinross Emissions

1.11   Greenhouse gas emissions are classified into three scopes. Scope 1 and 2 emissions are directly under the control of Perth and Kinross Council, businesses and residents. Scope 3 emissions are ones that are emitted outside of Perth and Kinross, but generated to meet the needs of Perth and Kinross. Appendix B provides further details of this along with detailed information about the emissions associated with Perth and Kinross Council.

Figure 1 Overview of Greenhouse Gas Emission Scopes
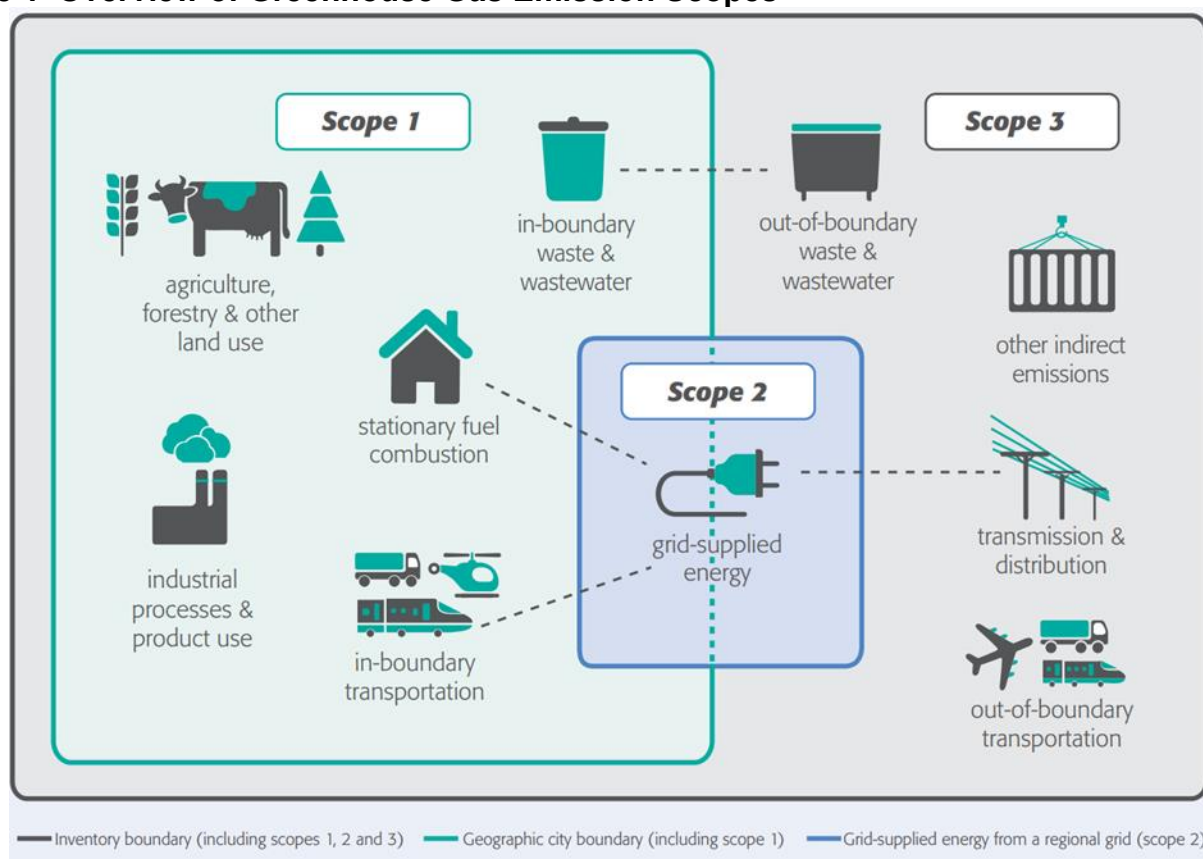
Source: C40 Cities, https://www.c40knowledgehub.org/s/article/The-Global-Protocol-for-Community-Scale-Greenhouse-Gas-Emission-Inventories-GPC?language=en_US Accessed on 18/11/2021

1.12   The latest available Business, Energy and Industrial Strategy (BEIS) emissions data (2019) is presented in   Table 1. It recorded gross emissions of 1,089 kilotonnes of carbon dioxide (kt CO_2) for all activities in the Perth and Kinross area. However, this is offset by land use such as forestry, acting as a "carbon sink" which absorbs CO_2. Therefore, the balanced net CO_2 emissions by Perth and Kinross, contributing to climate change in 2019 were 953 kt CO_2.

Table 1 2019 Emissions Data for Perth and Kinross (BEIS, 2021)

Emission Category	2019 Emissions (kt CO2)	% of total emissions
Industry Total	156.6	14%
Commercial Total	76.6	7%
Public Sector Total	28.1	3%
Domestic Total	266.5	24%
Transport Total	562.2	52%
Total emissions	1090.0	
Land Use (Sequestration)	-136.8	-13%
Net total	**953.1**	

1.13   It should be noted that the above figures are only the CO_2 emissions – BEIS does not currently calculate the emissions associated with the other six greenhouse gases (e.g., Methane), which are estimated to be in the 15-25% of total emissions range. Following convention, where these greenhouse gases have been included as their CO_2 equivalent warming potential, the combined figures are expressed as CO2e.

1.14   The figures of 953 kt of CO_2 equates to an annual reduction of 6.4%. This is better than the Scottish average of 3.2%, however it is below the annual 7.1% target needed in Perth and Kinross to meet the Scottish Government's 2030 target 75% reduction against 1990 levels. This puts the Perth and Kinross emissions reductions from 1990-2019 at approximately 44%. There is a significant gap between this and the 56% Scotland-wide reductions by 2020 put into law by the Climate Change Act.

1.15   In 2019, transport sector sources were responsible for 52% of net area-wide emissions, with the remaining 48% covering emissions from domestic (24%), industry (14%), commercial (7%) and public sector (3%).Transport sector emissions for 2019, along with commercial, domestic and public sector emissions, showed a percentage reduction when compared to the 2017 figures reported in the Council's 2019 Interim Climate Emergency Report and Action Plan – with only industry showing an increase (1%) against 2017 emissions.

Figure 2 Per capita CO2 emissions (BEIS, 2021)

Perth and Kinross area-wide CO_2 emissions estimates - by sector (kt CO_2)
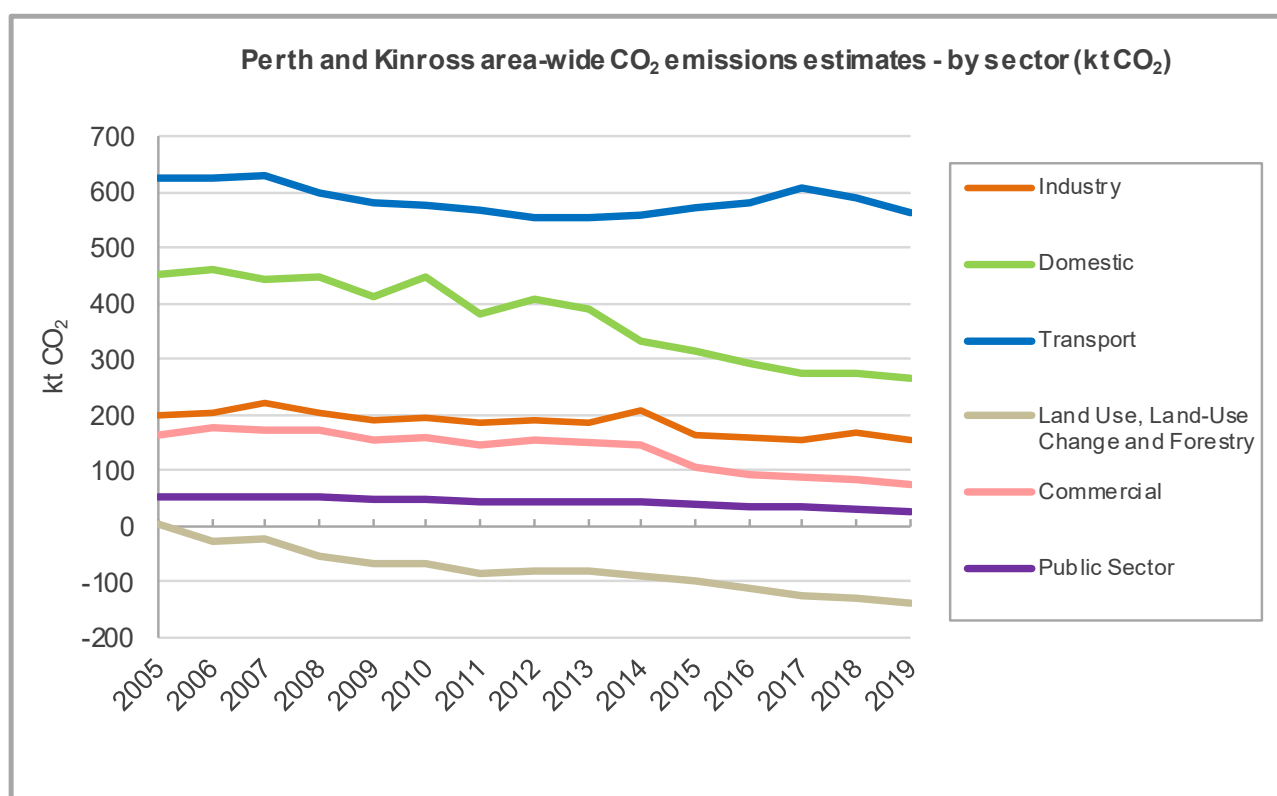
1.16   As shown below, data across all sectors in 2019 indicates a reduction against the 2005 baseline and the 2017 data which was the basis the basis of the 2019 Interim Climate Emergency Report. 2005 is the earliest that emissions data is broken down to a local authority level.

Table 2 Change in emissions by sector

Emissions sector	2019 figures as % change against 2005 baseline	% change in emissions from 2017 to 2019
Industry	21.1% reduction	1% increase
Commercial	53.7% reduction	15% reduction
Public Sector	47.7% reduction	15% reduction
Domestic	41.1% reduction	3% reduction
Transport	10.1% reduction	8% reduction

1.17   In 2019, 91% of Perth and Kinross area-wide emissions were identified as being within the Council's **scope of influence** (as defined by BEIS). Of the 91%, transport sector emissions accounted for 47%, domestic 29%, industry 13%, commercial 8% and public sector 3%. The remaining 9% of emissions

outside the Council's scope of influence were from large industrial sites, railways, motorways and selected land-use.

1.18 Across Perth and Kinross, there is a continued reduction in both total CO_2 emissions and per capita (per person) CO_2 emissions. This follows a trend across Scotland, although per capita emissions in Perth and Kinross remain consistently higher than the average across Scotland – with 2019 per capita estimates of 6.3t CO_2 for Perth and Kinross compared to a Scottish average of 5.7t CO_2. This is in line with other more rural local authority areas, including Aberdeenshire (6.5 t) and Angus (5.9 t).

Figure 3 Per capita CO2 emissions (BEIS, 2021)
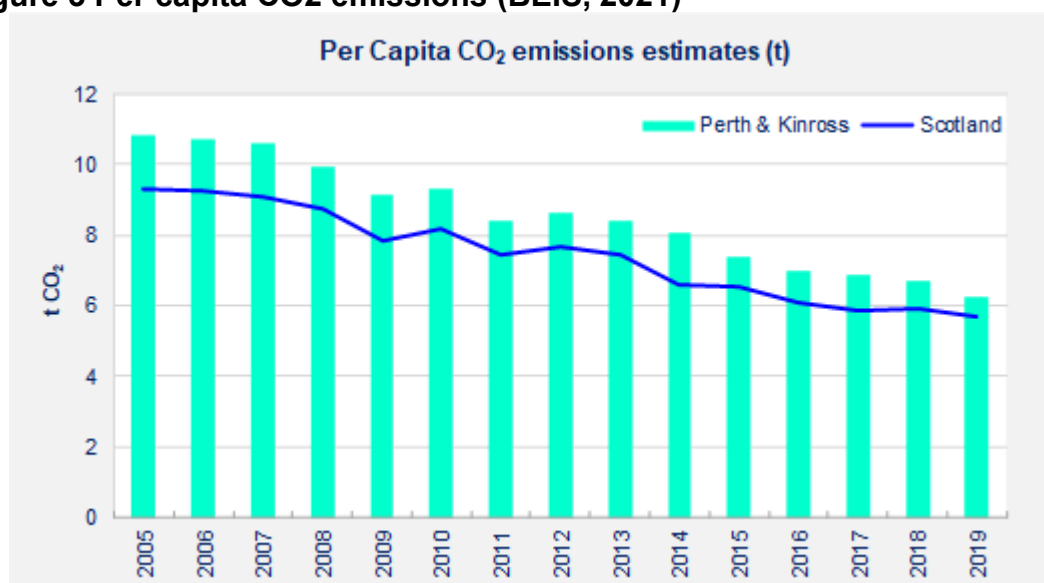
1.19 The organisational emissions from Perth and Kinross Council's operations are produced annually as part of the Public Sector Report on Compliance with Climate Change Duties, under the 2019 Climate Change Act. The latest emissions figures for 2020 showed a total Scope 1,2 and 3 emissions of 35 kt CO2e. This showed a 25% reduction year on year in Scope 2 emissions (electricity), which is largely attributed to the closures associated with Covid-19. The Scope 1 emissions only had a small change (-4.9%) despite the closures due to the increased heating and ventilation demands.

1.20 It is not possible to compare year-on-year Scope 3 data due to changes in methodology. Homeworking was a new emissions category this year and accounted for 3% of overall emissions. This emissions rise is expected to be more than quantified by reduced staff transport, however robust figures for that comparison are not available.

Table 3 Over of emissions from Council Operations

	Emissions (tCO2 e)	% of emissions
Scope 1		
Transport	2478	7%
Energy	7830	22.4%
Scope 2		
Grid purchased electricity	5545	16%
Scope 3		
Waste	18563	53%
Water	50	0.2%
Homeworking	570	1.5%
Total	**35,036**	

PERTH AND KINROSS CLIMATE CHANGE STRATEGY AND ACTION PLAN
(DRAFT- *FINAL VERSION WILL BE WEBBASED ON CLIMATE CHANGE WEBSITE*)

Introduction

Overwhelming scientific evidence has prompted local and national governments to declare climate emergencies, and this urgency has been given extra impetus by emerging movements globally and locally - raising awareness of the catastrophic consequences of inaction. The Council declared our support for the Scottish Government and UK Parliaments' climate emergency statements in 2019 and earlier this year declared its support to a number of climate change declarations.

It is now important that this intent is turned into practice, and this strategy and action plan sets out our next steps, outlining the initial route map to take us to a net zero carbon and climate resilient Perth & Kinross. Our approach builds on the substantial work that the Council and its partners have already taken to address the climate challenge. However, we recognise the scale of this challenge if we are to achieve the significant societal and technological shifts to move us from a carbon-based economy to a carbon free and resilient future.

All of us in the Council need to contribute to addressing climate change locally. We recognise that we will need to tap into greater levels of innovation, including new technology, new ways of working, and new ways of engaging with our communities. The Council`s activities only account for approximately 3% of emissions produced

in Perth & Kinross. Most of the emissions come from heating our homes and buildings, driving our cars, buying consumer goods, and disposing our waste - so we all have a part to play.

The Council will use its community leadership and influencing role to work with other public agencies, businesses, communities and citizens to ensure we have a shared vision and strategy to address the climate emergency. This will be a central part of the Perth & Kinross Offer, where we will work together across all parts of our community, to identify what we can all do locally, to address this major global challenge.

We also need to recognise the impact of the global Covid 19 pandemic, making the most of the positive impact on our approach to climate change while minimising the negative effects.

COP26 has highlighted the key challenges we face across the globe, and together we can address the challenges of climate change – for current and future generations.

1

Context

Perth and Kinross is at the heart of Scotland's story with significant economic, environmental and social assets. We have a dispersed population of 152,000 people of whom approximately 50% live in and around Perth. The projected population in 10 years' time is only expected to be marginally greater with a gradual shift in distribution towards the Perth area, but with an increase in the number of older people.

We do, however, face major challenges. Our economy is broad-based and diverse but with an over-dependence on lower paid and lower skilled jobs in sectors such as tourism, agriculture and hospitality. Significant issues in relation to poverty, particularly in-work poverty, across the area have been identified and due to our geography and demography, a growing issue of social isolation in rural areas has highlighted a vital need for better transport and digital connectivity. The local economy has been impacted severely by several factors, not least the COVID-19 pandemic, and as such, radical innovation and great ambition, along with significant investment will be needed to regenerate the area.

Covid-19 has also had a significant impact on greenhouse gas emissions – some are positive and some negative. These include:

- **reduced transport emissions over 2020 and the first half of 2021 -** In Perth vehicles levels are now up to pre-pandemic levels, while public transport levels are significantly reduced.
- **domestic energy** – potential increase in emissions due to the increased electricity and heating requirements associated with spending more time at home.
- **non-domestic energy** – potential increase in heating emissions associated with the increased need for ventilation.

- **waste** – Changes in shopping patterns have led to an increase in household waste and recycling and recycling contamination rates have significantly risen.

The UK Climate Change Act 2008 sets the UK's approach to climate change and commits the UK Government to reach net zero greenhouse gases emissions by 2050. The Act also requires the UK government to produce a UK Climate Change Risk Assessment every five years to assess current and future risks and opportunities for the UK from climate change.

Scotland has set more ambitious legislation in the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 which makes provisions about advice, plans and reports in relation to targets for the reduction of greenhouse gases emissions. This includes reaching net zero by 2045 and has set interim targets to reduce net emissions by at least 56% by 2020, 75% by 2030 and 90% by 2040 than the baseline year (1990) respectively.

Supporting the new targets set by the Act, the Scottish Government published their Climate Change Plan Update in 2020. "Securing a green recovery on a path to net zero: climate change plan 2018 – 2032 update" sets out the pathway for a green and just transition to net zero in achieving Scotland's climate change targets.

In addition to setting new emissions reduction targets, the Act also placed a duty on Scottish Ministers to act on climate change adaptation and prepare a programme of action. The second Scottish Climate Change Adaptation Programme (SCCAP2) was launched in 2019 and addresses the risks set out in the UK Climate Change Risk Assessment 2017 to help Scotland prepare for the impact of climate change. An annual report on SCCAP is also required under the

2

provisions of the Act and the first progress report was published in 2020.

The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 has also given local authorities the duty to ensure their local authority areas decarbonise in line with the Scottish Government Target, are resilient to the impacts of climate change and promote sustainable development.   Compliance with this means climate change should be considered at the heart of our decisions and activities

Our Climate Change Strategy and Action Plan will be integral to delivering the targets set and to moving towards net zero. It focusses on the following overarching principles that our approach must:

- achieve Net Zero aligned with the Paris Agreement and the Scottish Government Targets, with the ambition of achieving them sooner.
- build a more resilient Perth and Kinross
- ensure climate action is fair and benefits all and we deliver a green recovery to Covid-19
- enhance biodiversity to help avoid an ecological emergency
- engage and empower children and young people to take action on climate change
- empower our communities and businesses to take climate action in line with the Perth and Kinross Offer

Under each of these principles, strategic commitments have been identified for Perth and Kinross Council to provide clarity to partners, residents, businesses over what our Climate Change Offer is. This is shown in Figure 1 below

To translate the Council's strategic objectives and commitments into deliverable progress, an action plan has been developed in parallel that sets out necessary action against eight thematic areas. These are:

- transport
- buildings and energy
- business and industry
- waste and circular economy
- land use
- climate resilience
- education and engagement
- governance

Discussed under each thematic area is a summary of the policy drivers, identified areas of focus, potential impact, and the challenges and opportunities. A climate action route map has been developed for each theme. Progress will be monitored using key performance indicators, details of which are included in the final section of this document.

Actions have been identified and will be prioritised based on the following factors:

- quick wins
- necessary detailed studies required to unlock action
- scale of impact
- availability and timing of external funding or partnership opportunities time taken to deliver results

3

Figure 1 Principles of the Perth and Kinross Council Climate Action Strategy

Climate change strategy					
Principle 1 Achieving Net Zero aligned with the Paris Agreement and the Scottish Government Targets, with the ambition of achieving them sooner.	**Principle 2** Building a more resilient Perth and Kinross	**Principle 3** Delivering a fair transition and a green recovery	**Principle 4** Preventing an ecological emergency and enhancing biodiversity	**Principle 5** Engaging and empowering our children and young people	**Principle 6** Empowering our communities in line with the Perth and Kinross Offer
Decarbonising our operations *Aligning our investments*	*Mainstreaming climate resilience into asset reviews*	*Taking action to reduce fuel, food and transport poverty*	*Delivering biodiversity strategies and actions*	*Listening to our young people, encouraging them to have their say and acting on their views, ideas and priorities*	*Working in partnership with our residents, businesses and community partners to support them to make transformational change*
Allocating appropriate capital and revenue funding *Delivering on our priority themes*	*Managing climate change risks proactively*	*Ensuring climate action addresses rural and urban climate challenges*	*Strengthening our capacity to implement nature-based solutions*	*Continuing to ensure the curriculum supports learning about climate change, including their understanding of their personal contribution*	*Acting as an enabler for community-based climate change*
Continuing to develop our base evidence *Reviewing our climate change plan annually* *Demonstrating our collaborative working*	*Continuing to raise awareness with communities* *Promoting land use practices that contribute to natural flood management*	*Improving the energy efficiency of social housing* *Working with businesses to identify and address skills shortages to support the green economy*	*Monitoring the impact of a changing climate on our ecosystems*	*Leading by example through, minimising emissions through best practice in energy, waste and transport* *Utilising school grounds to promote biodiversity, food growing and healthy eating*	*Providing and signposting our communities to trusted sources of advice and funding*

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Principle 1: To Achieve Net Zero aligned with the Paris Agreement and the Scottish Government Targets, with the ambition of achieving them sooner, PKC will focus on the following strategic commitments:

- *decarbonise our operations in-line with a 1.5^{o}C trajectory and Scottish Government targets and support Perth and Kinross Council Area. These include a commitment to achieving a 75% reduction in emissions by 2030 and reaching net zero by no later than 2045.*
- *commit that all Council investments will be aligned with the vision and plan for a net zero and climate resilient Perth and Kinross.*
- *allocate appropriate funding in capital and revenue budgets to achieve these commitments*
- *deliver action across our priority themes of transport, buildings and energy, waste and the circular economy, business and industry, land use, climate resilience and, engagement & education*
- *continue to develop the evidence base to ensure that the scale and pace of action, is sufficient to meet our targets.*
- *undertake an annual review of climate action plan and adapt as required.*
- *demonstrate our ability to work with and learn from other cities.*

Principle 2: To build a more resilient Perth and Kinross, PKC will focus on the following strategic commitments:

- *mainstream climate resilience into all council asset reviews and decisions*

- *be proactive to the risks posed to Perth and Kinross by climate change*
- *assess and review the strategic climate risk assessment for Perth and Kinross*
- *continue to raise awareness within communities about how they can protect themselves from the effects of climate change*
- *continue to take a proactive role in managing and, where achievable, reducing overall flood risk to homes and businesses in Perth and Kinross*
- *promote land use practices and landscape scale changes that contribute to natural flood management including maximising the use of Blue Green Infrastructure in urban areas*

Principle 3: To deliver a fair transition and a green recovery to Covid-19, PKC will focus on the following strategic commitments:

- *ensure recovery actions are compatible with climate action plans*
- *take action to reduce the prevalence of fuel and transport poverty amongst our residents*
- *ensure climate action addresses rural, as well as more urban, climate challenges*
- *improve the energy efficiency of our social housing estate and encourage our partners to do the same*
- *promote healthy, seasonal and local eating*
- *identify and address skills shortage in business and industry with key employers including in the supply chain*

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- *work with businesses in developing transition plans identify the skills needed for a green economy*
- *support the on-going development of a circular economy in Perth and Kinross*

Principle 4: To prevent an ecological emergency and enhance biodiversity, PKC will focus on the following strategic commitments:

- *declare an ecological emergency, as well as a climate one, and sign the Edinburgh Declaration on post-2020 global biodiversity framework*
- *accelerate PKC biodiversity strategies and actions to keep pace with the UK and Scottish Government Biodiversity Strategies and Action Plans*
- *strengthen our capacity to implement nature-based solutions*
- *monitor the impact of a changing climate on our ecosystems and take appropriate action*

Principle 5: To engage and empower our children and young people, PKC will focus on the following strategic commitments:

- *recognise the disproportionate impact of climate change on children and young people and listen to and act on their views, ideas and priorities*
- *encourage and support children and young people to have their say on influencing the climate change response including by supporting their participation in the Climate Commission and Citizens Panels*
- *ensure the curriculum supports learning about the causes and effects of climate change*

- *ensure our children and young people develop an understanding of their own personal contribution to tackling climate change*
- *set a good example by minimising the greenhouse gas emissions within the school estate by ensuring best practice is adopted in the fields of energy conservation, waste, water management and transport*
- *utilise our school grounds where possible to promote an understanding of biodiversity, food growing and healthy eating*

Principle 5: To empower our communities in line with the Perth and Kinross Offer, PKC will focus on the following strategic commitments:

- *work in partnership with our residents, businesses and community partners and support them to make transformational change*
- *act as an enabler to community-based climate action*
- *develop where needed partnership agreements to provide accountability*
- *consider the recommendations and guidance of the Perth and Kinross Climate Change Commission in future plans and action*
- *provide and signpost our communities to trusted sources of advice and funding*

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Priority Theme 1: Transport

The Strategic Challenge

The clear linkages between climate change and transport are now readily apparent. Addressing, and understanding, how people will travel and work over the coming decades will be key in reducing emissions. Transport accounts for 52% of the total CO_2 emissions in Perth and Kinross and has proven the hardest to reduce to date. Breaking the transport emissions down further, cars provide roughly 45% of the emissions, light and heavy goods vehicles both around 23% each, with trains providing the remaining 9%.

Policy drivers

Due to the majority role transport emissions contribute to Perth and Kinross's overall emissions, reaching the 2030 emissions target will be impossible without significant changes to transport emissions. There are several additional transport specific policy drivers that will prove challenging to achieve, namely the Scottish Government targets for modal shift – a 20% reduction in vehicle kilometres by 2030. This will would equate to a more than tripling of bus transport or other active travel measures. Over the same period, there is the need to see a dramatic transition with EVs expected to replace phased out petrol and diesel engines. How the council adapts to these changes, and what the potential implications are, is a significant issue to be addressed.

There are UK-wide targets for no new petrol or diesel cars vehicles to be sold from 2030, with more stringent targets specifically focused on the public sector. These include the requirement for petrol and diesel cars to be phased out of the Council car and light vehicle fleet by 2025 and no new heavy vehicles from 2030.

Areas of focus

The focus areas for the **Transport** theme are:

- ***Increase active transport across Perth and Kinross:*** While the scale of change needed in transport mobility is known, the plan for how to achieve this remains uncertain. A new mobility strategy will be crucial to develop detail associated with individual projects, including a plan for delivering a comprehensive active travel network, the growth of urban logistics and the growth of new technologies applicable to the transport field. To ensure quick wins are delivered, progress will continue to deliver the Smarter Choices Smarter Places (SCSP) fund to deliver sustainable and active travel.

- ***Accelerate the EV transition:*** Modelling shows that this area has the potential to make the biggest impact on Transport emissions. The future role and development of Electric Vehicles and other alternative fuel technologies will also need to be addressed as a key part of an overall wider emissions reduction and wider mobility strategy. There will need to be a detailed review of how the Council will proceed with the promotion and development of Electric Vehicles, as well as considering how we can accelerate the transition of Perth and Kinross' taxi fleet. There will also need to be flexibility in our approach for alternative power sources for vehicles.

- ***Improve public transport provision:*** The Council will work with public transport providers and regional partners to consider public transport requirements for the future, including for the emerging field of demand responsive transport, especially for rural areas.

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- ***Reduce vehicles in town centres:*** A reduction in the use of vehicles in town centres is required to improve air quality and make space for safe and pleasant active travel and public transport. Delivery of the Cross Tay Link Road will lead to significant traffic reduction in Perth, freeing up space for non-vehicle users. An expansion of up to three Park and Rides for Perth will also help, as will the exploration of more innovative methods like Community Car Clubs.

- ***Ensure resilient transport systems:*** Actions associated with improving the resilience of the road network are required, with an urgent need to focus on scour provision for bridges and improving drainage provision for the rural road network (Linked with the Resilience action plan, Theme 6)

While lobbying for improved rail services will continue by the Council, rail has not been focused on in this plan as the lead in this area is the Scottish Government.

Impact

The impact of these actions will be largely dependent on how willing our residents and businesses are to come on this journey with us. Modelling shows the rate of EV uptake plays the most significant role in emissions cuts. Modelling has shown that most feasible way to reach the 56% emissions reductions needed by 2030. This could be achieved with a an EV uptake of 50% and a 30% reduction in car based general employment, commute and other trip rates.

Key challenges and opportunities

As we slowly recover from the impact of Covid, there remains a significant degree of uncertainty in terms of how people will carry out their daily activities. Car volumes now appear to be at pre-covid levels but changes in how daily travel is distributed throughout the day is being noticed, along with significant reduction to public transport usage. These figures need to be caveated with the current home working for many of the major employers in Perth and Kinross including the Council.

The use of home working currently seems likely to remain at least on a hybrid basis. However, both bus and rail transport have fundamental issues to consider in the future and how their business models will work. The impacts and changes on how bus services are delivered in the future is particularly important for the Council in terms of future revenue budget provision.

Reduction in vehicle kms by 20% is a key challenge, as if it was all met by public transport, this would be equivalent to a 360% increase on 2019 levels. Projected population growth, especially in edge of town developments will pose additional challenge to achieving this target.

The large rural population in Perth and Kinross poses many challenges for efficient transport emission reductions. Innovative approaches are required including around demand responsive transport. Electric vehicles have the potential to also have a big impact on rural transport emissions.

While electric vehicles will play an important part of the transition, it is important that they are only part of the solution. While the cost point of electric vehicles is rapidly decreasing, it still will remain

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unaffordable to many residents. The availability of public charging facilities with be a crucial factor in encouraging the EV transitions. This will require a strategic approach to EV charging ensuring both urban and rural areas have comprehensive facilities to cater for the long-distance traveller, visiting tourist as well as those in flats who have no access to onsite charging.

There is currently an absence of accurate real time data and information. This will be crucial for maximising the efficiency of the transport network and understanding the effectiveness of different measures. Faster emissions feedback is needed from annual BEIS data that is published with an 18-month delay.

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Timeline years: 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 2032

Key Policy and Regulatory Targets

- Setting out the key transport projects across Scotland
- Low Emission Zones - Helping to transform towns and cities into cleaner, healthier places to live, work and visit
- Deadline to replace public sector ICE light fleet with non-ICE vehicles
- 20% reduction in vehicle kms
- Ban sale of new ICE vehicles
- Deadline for new ICE in public sector HGV fleet

Active Travel Actions

- Maximise the potential utilisation of Smarter Choices, Smarter Places (SCSP) fund to deliver sustainable and active travel.
- Develop a evidence-based Perth and Kinross Mobility Strategy in co-production with partners and stakeholders.
- Implement Mobility Strategy
- Develop comprehensive active travel network in association with mobility strategy including the expansion of the network of active travel routes to provide a comprehensive network around Perth

Reducing Vehicles in Town Centres

- Investigate the potential for Low Emission Zones (LEZs) or alternative vehicle access restrictions in Perth and Crieff.
- Investigate options for further air quality related regulatory measures which support climate change mitigation.
- Develop the Low Carbon and Active Travel Hub Project
- Investigate options and develop plans for future park + ride sites at Luncarty, Walnut Grove and Bridge of Earn.
- Review options for work place parking to support more sustainable transport choices
- Develop and implement projects to maximise sustainable travel following completion of the CTLR

Electric Vehicles Actions

- Develop a strategy for the expansion of EV charging infrastructure
- Deliver the EV Charging Strategy
- Work with Taxi Operators to accelerate the transition to electric vehicles
- Develop and deliver the Broxden Low Carbon Transport Hub
- Transform the Council's light fleet to electric and alternative fuel vehicles
- Transform the Council's Heavy fleet to electric and alternative fuel vehicles

Public Transport Actions

- Deliver public campaigns and events promoting public and active transport
- Review potential improvements to bus stop infrastructure
- Explore feasibility of operating registered school buses for non entitled pupils
- Improve bus priority measure at junctions managed by traffic lights using new technology and providing new bus lanes on key corridors .
- Explore the potential for demand-responsive transport and community transport schemes in rural areas
- Deliver demand-repsonsive community transport schemes areas

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Priority Theme 2: Buildings and energy

The Strategic Challenge

The way we heat and power our buildings is a major contributor to greenhouse gas emissions. Across all of Perth and Kinross, the total emissions from domestic buildings is 266 ktCO2 and non-domestic including public sector and commercial uses is 104 ktCO2, of which 16 ktCO2 is from the Council's own estate. This is mainly from space and water heating, as well as the equipment we use in our homes and businesses.

Policy drivers

There are several legislative and policy targets, applying to both the Council's own estate as well as to the wider Perth and Kinross area. On a domestic level, this includes a requirement for any social housing that is to be let from 2026 to be a minimum of EPC D and, from 2032, a minimum of EPC B. In the private rented sector, it is more stringent with a requirement that from 2025, for properties to be re-let, they need to be a minimum of EPC C if technically feasible - with all properties upgraded by 2028. The Scottish Government's Climate Change Road Map has a milestone for all owner-occupier properties to be a minimum of EPC C by 2040.

On the non-domestic side, there is a medium-term target of 75% emissions reductions from buildings by 2030 and a long-term public sector target for buildings to have zero emissions heat by 2038. There will be a consultation in 2022 focused on interim dates, with some targets expected to be brought forward to as early as 2024. For the non-domestic rented sector, all properties will need to be a minimum of EPC E by 2023 and all new rentals need to be EPC D by 2025 and EPC C by 2030

On a strategic level, there will be a requirement on Local Authorities to produce a Local Heat and Energy Efficiency Strategy (LHEES) by 2024. Associated with this wider strategy, the Heat Network Act (2021) enabled local authorities to become responsible for awarding heat network consents and for the designation of heat network zones.

Areas of focus

The focus areas for the **Buildings and Energy** theme are:

- ***Non-Domestic Council properties*:** The Council has a requirement to meet the challenging net zero targets set by the Scottish Government. To determine the full extent of the requirements, it will be necessary for the Council to review and assess the estate portfolio to develop options, costs and funding avenues for all Council buildings to be Net Zero by 2045. The options will include using low and zero carbon construction methods such as Passivhaus for all new build and refurbishment projects. There is an expectation that any measures undertaken should reduce heat demand, decarbonise heat and adopt a 'fabric first' approach improve energy efficiency. All of which align with the Scottish Government's draft Heat in Buildings strategy, proposed changes to the Scottish Building Standards and the Scottish Futures trust (SFT) Net Zero Public Building Standard.

  - Ahead of the full review of the Councils estate portfolio, a ten-year programme of quick wins across the non-domestic estate has been developed focused on off-gas grid properties, improving energy efficiency and

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increasing solar potential. Following a more detailed review of the energy efficiency works required for the non-domestic estate planned for 2022-23, this programme will need to be significantly expanded to meet the public sector targets.

- Actions also aim to reduce emissions through a combination of maximising and optimising the use of the Council estate, reducing energy consumption whilst carefully considering our Corporate Asset Management strategy and smarter working review. It is important to champion behavioural change at all levels throughout the organisation to consider how we use our buildings better to achieve the required targets. Expenditure programmes should also align across services with an emphasis on the projects which are shown to provide the greatest reduction in greenhouse gas emissions.

- ***Non-Domestic Perth and Kinross properties:*** Actions include developing partnership working with other public sector bodies and community planning partners to achieve Net Zero within Perth & Kinross by 2045. This will involve working collaboratively to share buildings and resources to meet these targets. An example of this being the recently completed project with Police Scotland at Crieff area offices.

  - It is important to continue to work together across the whole of Perth and Kinross to carry out an area wide assessment including the investigation of future local heat and energy efficiency strategies, using district heating networks where viable. This assessment would include existing energy resource demand for heat and transport; energy storage potential; building stock

(domestic and non-domestic) and would provide the foundation for future work.

- **Domestic Council properties:** One of the policy drivers is the need to construct all Council New Build homes to meet a minimum EPC B and to be net zero by 2026. Developing an updated Design Guide, to provide clear guidance on our specification requirements is an important first step. We plan to investigate options and costs for Low and Zero Carbon construction methods, including Passivhaus, through delivery of exemplar projects where the 'fabric first' approach and measuring energy efficiency will be key considerations.

  - We will review and assess our existing Council housing stock (approximately 7,800 homes) to develop a programme of measures that will improve their energy efficiency up to a level of EPC B by 2032. As part of this, we may have to consider the retrofitting of properties and options for this will be investigated

  - Ways of supporting and encouraging our tenants to reduce the carbon footprint of their homes through behavioural change are also necessary, as this has the potential impact of reducing carbon emissions by up to 50%. Developing tenant knowledge and the means to use technology effectively is also key. Fuel poverty and income maximisation also need to be considered, to ensure that the impact on tenants is lessened. Opportunities for tying into heat networks will also be investigated.

- ***Domestic non-Council properties:*** To align with the requirements for the Council New Build properties, all new

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affordable housing within the Perth & Kinross area will need to meet the requirements set out in our updated Design Guide and we will work with local Housing Associations (housing stock of approximately 4,000 homes) to maximise the number of social rented homes achieving EPC B by 2032.

- o Work is also needed to raise the awareness of landlords in the private rented sector (approximately 12,000 homes) of the requirements they need to meet, and we need to find ways of directing them to technical advice with the aim of supporting them to upgrade their properties; this will include addressing the challenges of carrying out works to multi-ownership blocks.

- o Where possible, we also need to assist private owners to prepare for the deadlines for the private housing sector (approximately 45,000 homes in Perth & Kinross). We should lead by example and will need to commission research into fuel poverty in the private housing sector so that we can quantify and understand some of the challenges that are being faced across this area of the housing sector within Perth & Kinross.

- o One of the significant pieces of feedback received through public engagement is that residents want and need a place for trusted advice. Our Home Energy Advice services currently reach a few hundred households per year. Whilst the Council does not have a statutory duty to provide an advice service, to reach overall climate change targets, we need to support homeowners to meet their EPC obligations. One potential option is the provision of local and trusted one-stop shops for energy efficient advice. An example of this is the successful HEAT pilot

project in Blairgowrie. We also need to ensure that the same level of trusted advice is available to our business community particularly small businesses.

- • *All properties:* As part of the Council's response to mitigate the impact of Climate change, there are also several measures that we will undertake which combine both non-domestic and domestic buildings. These initiatives include supporting the development of the Perth Smart Energy Network to store and trade energy between buildings to utilise demand management and reduce energy consumption. An important action is also to engage with SSEN on ensuring that there is appropriate grid capacity available to feed in new renewable sources. This will be necessary to explore the potential for local energy generation, EV charging infrastructure and decarbonising heat for all buildings

- o We will also develop heat networks, where viable, in line with Local and National Energy Efficiency targets. Local Heat & Energy Efficiency Strategies (LHEES) are a key component of the Scottish Government's strategy for all buildings meeting net zero targets, and all local authorities will be required to prepare these short-to-long term strategies to reduce emissions from buildings and tackle fuel poverty. This will be by identifying coordinated actions for all domestic and non-domestic buildings tailored to the local area, as well as identifying zones suitable for the development of heat networks such as the district heating proposals being considered for the Thimblerow area of Perth. LHEES will have a vital role in planning our long-term approach to decarbonising the heat supply.

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Impact

Assessing the impact of actions is challenging as it combines both building efficiency/heating sources as well as user behaviour. Addressing the emissions associated with the public sector non-domestic estate will save 3% of current total CO2 emissions. Energy efficiency improvements to the Council's social housing stock could save roughly another 3% of total emissions.

Working with our residents has the potential to deliver significant savings – for example 6.5% (61 kt CO2) of our total emissions come from oil and kerosine domestic heating systems. There are currently government grants for the transition away for these systems that can make the transition economically beneficial to residents. It is important to note that some Perth and Kinross residents are keen to make the transition, but local grid capacity is currently insufficient to allow an increased electricity connection.

Key challenges and opportunities

The first challenge associated with this work area is quantifying and planning out how to scale up work in this area. It is necessary to undertake a detailed assessment of existing buildings to work out the plan to move forward. This will both identify a significant resource demand, but also enable the Councill to bid for significant funds including the Scottish Government's Social Housing Net Zero Heat Fund.

There is a skills shortage both internally in the Council and across Perth and Kinross around the deployment of new heat technology and certain renewable technologies. This is a potential growth area for green jobs across Perth and Kinross.

While the data is not yet available across Perth and Kinross to assess the full impact of changed living patterns due to the pandemic, it is expected that emissions have increased across the Council's estate due to the need for increased ventilation and open windows. It is expected that the 2020 data will show an increase in domestic energy consumption due to people working from home, though this is expected to be offset by transport emissions savings.

Taking a fabric first approach to improving energy efficiency has the potential to provide reduced fuel bills to both the Council and our residents. With the current price differentials between grid-gas and electricity, the transition from gas to electricity may result in net increased operating costs and will be important to ensure that works do not contribute to increased fuel poverty.

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Timeline years: 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 2032

Key policy and regulatory targets

- Private rented homes to achieve EPC E (2022)
- New building standards published (2023)
- Requirement for published Local Heat and Energy Efficiency Strategy (2023)
- All new buildings consented to use zero emissions heating (2024)
- Social housing to be EPC D (2025)
- Private rented homes to achieve EPC D (2025)
- All new build social housing net zero (2026)
- 75% Reduction in emissions (2029)
- All fuel-poor households reach EPC C (2029)
- Private rented homes to achieve EPC C (2029)
- All social housing to achieve EPC B (2032)

Domestic PKC Actions

- Carry out an updated Local Housing survey programme (2021)
- Develop energy efficiency and climate resilience improvement programme (2022)
- Deliver improvements targeting EPC band D and below (2023–2025)
- Deliver improvements targeting EPC band B and below properties (2026–2032)
- Review design guide for new build affordable housing (2021)
- Investigate the potential for and deliver exemplar social housing projects, taking account of Modern Methods of Construction, including Passivhaus (2023–2025)
- Deliver net zero affordable housing (2026–2032)
- Provide on going energy and water saving guidance to residents (2021–2032)

Domestic Perth & Kinross Actions

- Work with local Housing Associations to maximise the number of social rented homes achieving EPC B by 2032 (2021–2032)
- Carry out a comprehensive awareness raising programme for private landlords, giving notice of impending EPC targets and directing them to the technical advice required, to allow them to upgrade their properties where required. (2021–2032)
- Research and develop a fuel poverty action plan (2021)
- Implement fuel poverty action plan (2022–2032)
- Local Heat and Energy Efficiency Strategy (LHEES) - Feasibility studies and preparatory work (2021)
- Develop costed LHEES (2022)
- Implement LHEES (2023–2032)
- Develop one-stop shops for home energy efficiency advice, co-designed with partner organisations (2021–2022)
- Expand and continue with public advice and support (2023–2032)
- Explore the feasibility of developing local district heat / communal heat / electricity networks where viable which use alternative non-direct emissions heat sources such as electricity, hydrogen or bio fuels (2021–2032)

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Timeline (years): 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032

Non Domestic - PKC Actions

- Re-evaluate existing upgrade and maintenace programmes to prioritse projects which reduce greenhouse gas emissions
- Develop options, costs and funding streams to reduce greenhouse gas emissions and water usage, and improve climate resilience
- Deliver on-going improvements to the Council estate and low carbon new facilities

- Investigate options and costs for Low and Zero carbon construction methods including passivhaus to achieve energy efficiency and quality
- Deliver Passivhaus / Zero carbon new builds

- Replace all oil fired heating systems with non-direct emissions heat source, adopting a fabric first approach to reduce heat demand. Increase local energy generation and improve heating control systems. Increase level of smart metering for all utilities.

- Work with energy suppliers to share ideas, discuss future solutions and partnership working in relation to energy supply and resilience

- Review Eco-school certification and status
- Provide operational support to improve operational energy efficiency of schools
- Continue to implement energy efficiency improvements to the school estate

Non Domestic - Perth & Kinross Actions

- Engage with SSEN over electricity grid contraints and opportunities across Perth and Kinross
- Area-wide setting of future local energy targets for demand reduction and decarbonisation; and supply diversification and storage

- Area-wide assessment of existing energy resource including demand for heat and transport; energy storage potential; building stock (domestic and non-domestic).

- Develop partnership working with other Public sector bodies and community planning partners to share buildings and resources
- Implement partnership working plan

- Explore the feasibility of developing local district heat, communal heat / electricity networks where viable which use alternative non-direct emissions heat sources such as electricity, hydrogen or bio fuels

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Priority Theme 3: Business and industry

Strategic Context

Business and industry emissions make up roughly 21% of Perth and Kinross's overall CO2 emissions. To avoid double counting, the 76 kt CO2 associated with commercial organisations have been included in the Non-Domestic buildings figure described above under Theme 2. There is an additional 156kt CO2 that is attributed to the Industrial Sector. Of the industrial sectoral emissions, over half are associated with the agricultural sector.

Business and industry have a wider impact than its direct operational emissions. Their Scope 3 emissions associated with staff transport and their supply chains will significantly increase this overall footprint. It is important to acknowledge that several businesses in Perth and Kinross have ambitious climate action plans.

Policy drivers

Unlike the other thematic areas, the policy drivers are less overarching and more sector specific than for other themes. Many of the drivers for business actions are the net zero policies of other businesses. For example, some of the largest employers in Perth and Kinross, such as Aviva, SSE, Stagecoach, Highland Spring and Tesco, have committed to the UN's Race to Zero Campaign. This means they are requiring, or will require, their suppliers to have Science Based Target Initiative net zero commitments in place as soon as 2023.

Areas of focus

The focus areas for the **Business and Industry** theme are:

- *Data & Strategic targeting*: This will be done by collating data and information from key employers and industry bodies. The key areas of Transport, Energy Efficiency of assets and Skills and Jobs have been agreed as strategic areas to focus on.

- *Engagement with & Empowerment* of the Business Community by supporting large employers to lead and champion the Race to Zero campaign and encouraging SMEs to participate.

- *Strategic collaboration* by delivering joint key projects in transport and energy efficient of assets with large employers, and by providing advice, support & tools to SMEs to reduce their carbon emissions

- *Addressing just transition and skills shortage* as well as supporting skills and job opportunities particularly with large employers and their supply chains.

- *Measuring Performance* by building up baseline data and enabling businesses to measure their performance through tools and learning sharing.

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Impact

Working with our business community can bring significant carbon emissions as they can create a Business-to-Business virtuous circle through supply chains. As larger businesses strive to lead and become net zero champions, they will stimulate their suppliers to also meet required standards and provide data that could evidence these (scope 3 emissions). Pressure from consumer groups will also stimulate the business community to reduce their impact if they want to continue to sell their products and services.

Changing demand and supply chain will have an impact on skills and jobs where employees will have to train to gain new or enhanced qualifications to sustain their jobs or start new jobs. There is significant potential for green job creation with STUC research from 2021 indicating the potential for 131,000-367,000 new green jobs across Scotland over the next 15 years.

There would also be a ripple effect to other areas such as transport, energy or waste. Businesses will encourage employees to use active travel and public transport as well as decarbonising fleet and logistics. Businesses will install energy efficiency measures, renewable energy production on-site and smart grid opportunities to reduce carbon and save money. Businesses will reduce their waste and aim to use waste as a resource, stimulating a circular economy approach. There are currently grants or loans to support the transition that can make this economically beneficial.

Key challenges/considerations

It is important to note that SMEs will require to be supported to rise to these challenges, mainly by the provision of information and advice, but potentially also by financial incentives or support. The Council will have a key role to play in supporting business support agencies, networks and industry bodies to signpost and support SMEs.

The Council has, however, few levers available to influence the agriculture sector, which represents significant carbon emissions. Working through industry bodies will need to play a crucial role and this needs to be undertaken nationally.

As the business community transitions to low carbon/renewable energy and transport, the pressure on the local electricity grid will increase. However, the local grid capacity is insufficient to allow these increased connections. There would be a need for the Council to co-create with the business community and develop complementary options using off-grid/private network and smart grid solutions. This is the rationale behind the development of a Perth Smart Energy City programme to cluster public and private energy supply and demand in a cohesive public and private investment programme.

The transition is not only needed to address climate change, but also because it is good for business, creating sustainable, profitable businesses and jobs. It is important to continue to use this view in a context of business recovery. The important role of business champions and business networks has to be highlighted and supported.

It is also crucial that the transition is just and that people who could be affected by, or benefit from the transition are supported - such as people facing barriers to access training or jobs opportunities. The Council has a role to play as an employer, but also by continuing to provide employability support services.

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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032

Key National Policy and Legislation
- 75% emissions reduction by 2030 (2029–2030)

Data and Strategic Targeting
- Agree with key employers / businesses the key activities, locations or sectors to target to reduce carbon emission and just transition (2021–2022)
- Collate key info and carbon targeted reduction plans from key employers and industry bodies (2021–2022)

Strategic Actions
- Develop joint strategic projects to decarbonise Transport (goods and people) with key employers in close liaison with the Transport Group (2021–2022)
- Deliver strategic transport projects in partnership with Businesses (2022–2032)
- Identify and share business continuity plans with key employers in close liaison with the Resilience Group (2021–2022)
- Develop joint strategic projects to decarbonise fixed and mobile asset including energy efficiency with key employers in close liaison with the Building and Energy Group (2021–2023)
- Deliver strategic energy projects in partnership with Businesses (2023–2032)
- Develop Perth West and Perth Eco-Innovation Park as a national net zero exemplar for decarbonisation of transport and energy (2021–2023)
- Promote with key employers/businesses the Race to Zero campaign to local businesses (2021–2022)
- Promote advice and support tools for SMEs to reduce carbon, access funding, ensure business continuity and measure progress (2021–2031)

Measuring Performance
- Agree with key employers / businesses key indicators and measure performance (2021–2022)
- On-going monitoring programme for business action (2022–2032)

Skills / jobs
- Identify skills gaps and potential green job opportunities (2021–2022)
- Promote skills development and green job opportunities including with key employers and their supply chain (2022–2032)

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Priority Theme 4: Waste and the circular economy

Strategic context
Waste is an important area to tackle emissions-wise. The direct Scope 1 and 2 emissions associated with the treatment and processing for Council collected waste is only estimated as 18.5kt CO2e for 2020. Where waste has a much larger footprint is through its Scope 3 emissions, which are estimated at 134 kt CO2e. These are the emissions associated with the production of goods (e.g. the emissions associated with growing food that is going to waste) and the associated emissions that could be avoided if the product was recycled appropriately (e.g. recycled versus virgin glass).

Policy drivers

The waste sector has several policy targets at both a National and Perth and Kinross level.   Progress on both is detailed in the table opposite.

Target	National Progress	Perth & Kinross
15% reduction of all waste by 2025, against 2011 baseline	Has been achieved twice since 2011 but highly dependent on construction waste. Latest figure (2018) is a 4% reduction	PKC has never achieved the 15% reduction. Latest figure (2020) is 7.1%
Minimum of 70% recycling of **all** waste (e.g., includes C&I)	Progress being made but has slowed. Latest figure (2018) is a 61% recycling rate	Latest figure (2020) is 47.7% recycling rate for all waste
Minimum of 60% recycling of household waste (by 2020)	Target very unlikely to have been achieved in 2020 for Scotland as a whole, but has been met by some Local Authorities. Latest figure (2019) is a 45% recycling rate.	2019 = 52.7% 2020 = 49.4%
Maximum 5% of all waste to landfill (includes C&I) by 2025 Landfill ban for municipal waste (SG reviewing whether it should include non-municipal)	(ALL Waste) Latest figure (2018) is 32% waste to landfill Biodegradable waste – on track to bring in ban in 2025. Latest figure (2019) is 0.7 million tonnes	All waste to landfill = 45.6% PKC to procure solution (2022)
Carbon emission reduction (waste sector) – reduction to 1.2 Mt (by 2025) and 0.8 Mt (by 2030)	Currently at 1.9 MTonnes, so 37% reduction required by 2025	PKC carbon emissions are 138 kTCO2e (2020). These emissions have decreased from 209 kTCO2e in 2011 - a reduction of 34%

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Areas of focus

The focus areas for the Waste and circular economy theme are:

- ***Ensure alignment with the Scottish Government Climate Change Route map***: This aims to reduce waste and meet the national waste and recycling targets for 2025 and maximise the waste sector's contribution. This requires the Council to assess and plan how the national Deposit Return Scheme (DRS) and Extended Producer Responsibility (UK wide legislation) can be introduced effectively in Perth and Kinross. It also includes a review of the implications of Circular Economy Bill which will encourage the reuse of products & reduce waste. The Bill will tackle our reliance on single-use items and include measures to tackle textile pollution/fast fashion.

- ***Promoting a rapid transition to a Circular Economy:*** This starts by undertaking a Circular Scan to establish baseline data and help inform the design of a circular vision and strategy. A current state analysis will be conducted that involves a Material Flow Analysis (MFA) relevant to the built environment of the region and a socio-economic scan with a focus on key economic sectors, employment, and wellbeing. Following this, it is necessary to explore initiatives to reduce consumption of resources and make better use of existing products including tackling single-use items. The includes helping to establish a Reuse & Repair Network for Perth & Kinross.

- ***Developing and delivering thematic action plans for the high carbon emissions materials****:* This includes developing a Food Waste Plan and a route map for Circular Textiles and Sustainable Fashion.

- ***Improving our recycling services****:* This includes delivering new recycling services e.g., expand services to Perth City Centre and introduce twin stream recycling to increase capture of materials for recycling as well as improving quality of recycling in the dry mixed recycling service. Leading by example is important, so an early action will be to develop a Schools Recycling Plan to support wider climate change work within the school estate.

- ***Maximise value from waste by reducing Waste sent to landfill:*** This includes a focus on diversion of organic waste from landfill into recycling and energy production.

Impact

For reducing our direct Scope 1&2 emissions, the introduction of an Energy from Waste Solution, will decrease by 17 ktCO2e (92%). This does not reduce the larger Scope 3 emissions as it does not address the issues associated with the unnecessary emissions with items going into waste or enable items to be reused or recycled to remain at higher values of use.

Meeting the policy reduction targets of 15% reduction of all waste by 2025 and 70% recycling, will result in approximate Scope 3 reductions of 30 ktCO2e.

Key challenges and opportunities

Several of the policy and legislative drivers still in development and an update from the Scottish Government is expected in Spring 2022. These will have significant implications on the Council's waste service operations and the national funding assistance available to local authorities. Locally, we need to actively engage in consultations to help shape achievable policy requirements.

Although there has been significant progress in reducing emissions in the waste and resources sector over the past 20 years, Scottish zero waste targets are currently not being met and there is limited data in some areas to assess progress. There is lack of detailed data at local level e.g., commercial and industrial sector which means assessing impact of area level/project level impact on carbon emissions is challenging.

The volume and type of waste arisings have fluctuated, and the quality of recycling (contaminated with non-recyclable waste) has been impacted negatively because of COVID-19. This is due in part to changes in consumer behaviour and increased homeworking and will require further monitoring.

Engagement and culture change will be an on-going priority to reduce unnecessary waste and improve the quality of recycling. Transformational change to embed the waste hierarchy which promotes waste prevention and reduction, reuse, repair and recycling requires significant positive behavioural change and informed and educated citizens and businesses.

There is an identified skills and capacity gap to take forward opportunities nationally and in Perth and Kinross, including in the repair sector. Developing expertise through joining the academic sector with industry is critical for developing these skills. Zero Waste Scotland identify that there is significant opportunity for job creation and predict that the transformation to a zero-waste society will generate at least 2,000 jobs across Scotland. To help capture these jobs, driving innovative solutions and supporting business with new business models is essential to overcoming barriers e.g., bio-refining of waste, plastics processing.

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Timeline: 2021 – 2032

Key National Policy and Legislation

- Recycle 65% of municiple waste in line with EU targets _(spanning 2021–2032)_

2024:
- Reduce food waste by 33% from 2013 baseline
- 15% reduction of all waste from 2011 baseline
- 5% maximum of all waste (household, commercial and industrial) collected by council to landfill
- Landfill ban for municipal waste

2029:
- All plastic packaging to be economically recyclable or reusable

- Waste carbon emissions reduction to 1.2 Megatonnes _(2021–2025)_
- Waste carbon emissions reduction to 0.8 Megatonnes _(2025–2032)_

Data and Strategic Targeting

_(2021)_
- Conduct a more detailed greenhouse gas assessment of waste projects and activities
- Undertake Circular Scan to develop a Circular Economy Routemap
- Public engagement to establish behavioural changes relating to textiles
- Gather detailed food waste data for households, businesses and organisations

Alignment With The Scottish Government Climate Change Routemap

_(2021)_
- Consider introduction of National Deposit Return Scheme (DRS) and Extended Producer Responsibility within Perth and Kinross
- Carry out a further review of actions on completion of the Scottish Government Routemap review in 2022
- Review Circular Economy Bill which will encourage the reuse of products and reduce waste

_(2022)_
- Deliver requirement to provide separate collections for garden waste and textiles and hazardous materials

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Timeline: 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032

High Carbon Materials

- Develop a Food Waste Action Plan (2021–2022)
- Implement Food Waste Action Plan (2022–2032)
- Maximise value from waste through reduction of greenhouse gas emissions via diversion of organic waste from landfill into recycling and energy production
- Maximise Recycling Services by expanding the inclusion of flexible plastic packaging, hard rigid plastics and food in Perth City Centre
- Ensure the effective collection of consumable surplus food from all stages in the supply chain, from farms to retail, and redistribute it to community food organisations

Circular Economy

- Undertake Circular Scan
- Develop a Circular Economy Routemap
- Deliver reduction of single use consumption and make better use of existing products
- Develop an action plan for textiles and sustainable fashion
- Deliver action plan for textiles and sustainable fashion

PKC Internal Improvements

- Develop Resource Management Plan for Education & Children's Services
- Implement Resource Management Plan for Education & Children's Services
- Asset Management Review of Waste & Recycling Infrastructure
- Implement Capital Asset Management and Waste Recycling Programme
- Review PKC Purchasing Policy in line with Scottish Legislative Single Use Plastics Ban coming into force in 2022
- Work with the Resources Management Association (RMAS) to decarbonise sector
- Establish a Stakeholder Advisory Group to review & develop the Waste & Circular Economy Action Plan

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Priority Theme 5: Land use

Strategic context

Unlike the majority of the other activities addressed in this plan, the way we use our land both generates and sequesters (removes) carbon from the atmosphere. For example, CO_2 is released from when the soil is disturbed (304kt CO_2 in 2019). On the other hand, our growing forestry estate is capturing carbon and storing it (-367.1kt CO_2) this is referred to as carbon sequestration. Peatland also captures and stores carbon when in a pristine condition however, a large proportion is degraded, affected by extraction or draining. In its damaged condition, peatland releases carbon, but through restoration can provide multiple benefits to biodiversity, flood mitigation and carbon savings.

Table 1 CO2 Emissions of each sector of Land Use, Land Use Change and Forestry (BEIS, 2019)
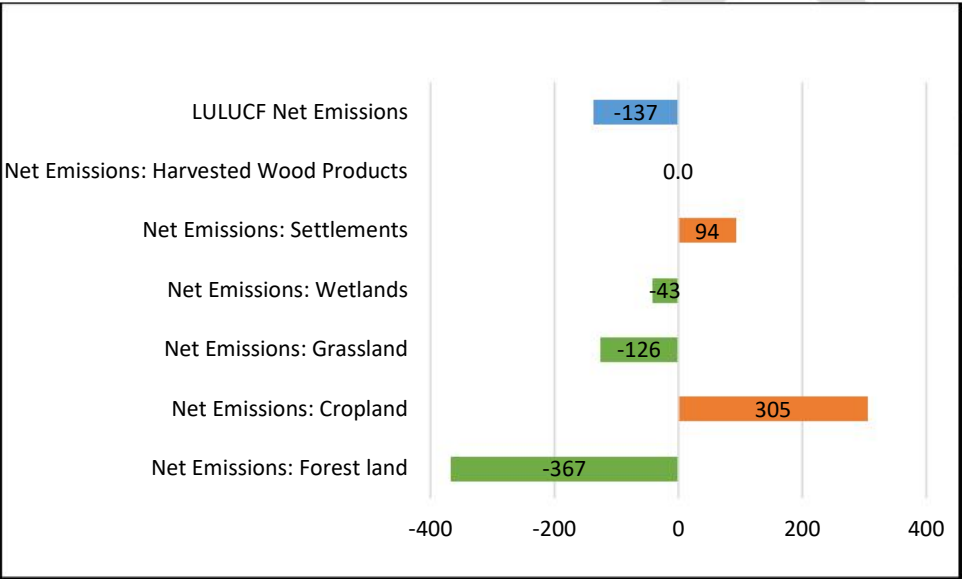
Transforming how the land is managed and improving agricultural practices, tree planting, and peatland restoration can play a major and essential part in achieving net zero whilst also contributing to improved biodiversity, a reduction in flood risk and a range of other benefits. It is important to recognise that most of our land is in private ownership and operates on a commercial basis. In addition, the agriculture and forestry sectors are a major part of the Perth and Kinross economy, contributing to economic wealth and providing significant employment.

Indirectly how land is used also contributes to the scenic beauty of our landscape which is the basis of our tourism industry. This requires us to work with landowners to ensure the economic sustainability of our landward areas whilst maximising the potential to reduce emissions and sequestrate carbon. Doing this successfully will generate significant investment in our rural areas creating jobs and long-term sustainability.

Policy Drivers

The Scottish Government has set national targets for elements of the land use sector. These include targets for 20,000 ha of peatland to be restored annually, with a commitment of £250M over the next 10 years towards this. Increasing woodland expansion is another area of focus, with the target for annual creation increasing to at least 18,000 Ha from 2024. The December 2020 Scottish Government Climate Change update provides details of the Governmental Roadmap for these sectors.

At both a UK and Scottish Government level, there is a shifting emphasis in the way land is managed. The potential contribution the landward area can make towards renewable energy, particularly

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solar and onshore wind is supported, as is increased hydro but to a lesser extent. The replacement of the EU based rural grant schemes is currently being considered. However, it is clear that they will have increased emphasis of environmental stewardship and the net zero agenda.

In recent years, the links between biodiversity and climate change have also been more fully recognised in Government priorities. Biodiversity is now recognised, like Climate Change, as a global emergency. Not only is the effect of climate change threatening biodiversity, enhancing biodiversity is part of the solution to reducing emissions and building resilience. The policy emphasis is changing from one of protecting biodiversity (or, as a minimum, no net detriment) to one of seeking net gains.

Reflecting the important contribution the landward sector can make to both climate change and biodiversity has led to significant funding announcements over the last year. These include increased funding for forestry, peatland restoration and biodiversity. Another area set to be announced in the near future is an overhaul of the agricultural grant schemes. Whilst the majority of these funding streams will go directly to the landowners, some will be available to Councils. The Council needs ensure there are pipeline projects to capitalise on funding streams and needs to review several policy areas to ensure they support private sector investment in our route to net zero.

Areas of Focus

Strengthening Planning: During the recent public engagement, feedback from the public was their perception that current policies are not enforced rigorously enough, which leads to tree and biodiversity loss. The Enforcement Charter will be reviewed to ensure appropriate priority is given to cases impacting on climate change and biodiversity. A monitoring exercise will be conducted in the summer of 2022 to assess the effectiveness of planning policies and planning conditions.

Climate change features prominently in the new National Planning Framework is progressing through parliament, which sets the framework for planning policy throughout Scotland and our own Local Development Plan (LDP). The Forest and Woodland Strategy supplementary guidance will also be reviewed to ensure it supports the increased target for the right type of tree planting in the right place. Research will be undertaken into the net impact of development, often referred to its "carbon footprint" and consider opportunity to work this the development industry to offset any negative impact, preferably on-site but where this is not possible offsite.

Landscape Scale Change: Delivering the potential of our landward area to reduce its impact and sequestrate increasing volumes of carbon will require collaboration between public agencies and land managers. The Council has been collaborating with Perth & Kinross Countryside Trust, NatureScot, the National Parks, Forestry Authority Scotland and various agricultural and land-owning interests to investigate the potential of a partnership project to work with land managers to facilitate the transformational change required. At present, the pilot project concentrates on North Perthshire. However, the successful delivery will require a Perth & Kinross-wide approach, as well as helping maximise land managers access to national funding streams.

Biodiversity: Building on the concept behind Scotland's first Biodiversity Village (St Madoes and Glencarse) there is emerging interest from around 20 towns, villages and neighbourhoods across the council area to achieve similar status. Through the Tayside Biodiversity Partnership, we will work to support them. We will also support the Perth City Leadership Forum to declare Perth as Scotland's Biodiversity Capital by taking a coordinated and partnership-based approach to the City. This offers the potential to attract investment by working with national agencies and businesses to create a Council wide network of biodiversity communities.

Greenspace and other Council Land:

The Council's many greenspaces and other Council controlled land provides a valuable way for us to demonstrate our commitment to lead by example. Transforming parks and greenspaces into multi-functional areas that provide play and recreational opportunities whilst enhancing biodiversity, providing flood attenuation and sequestrating carbon requires a co-ordinated approach and community consultation. To deliver this will require a phased programme (10 years) to address the key greenspaces across the Council area.

Redeveloping of the Westbank site in Perth is an important action to expand the nursery's ability to grow the necessary trees, shrubs, and pollinators to supply the stock for our greenspaces and to support community-based action.

Impact of Land Use related projects
The Council commissioned research from the James Hutton Institute in mid-2021 to look at the potential contribution, both positive and negative, of land use activities in our rural area. The most significant areas include grassland management, tree planning and peatland restoration as follows:

- annual emissions from degraded peatland are estimated annually to be 273 kt CO_2e (for context total Domestic emissions are 266 kt CO_2e). It will be extremely challenging to tackle all of these areas, but even just addressing the emissions from land already in designation areas will save 76.5 kt CO_2e/yr.
- the additional sequestration potentially associated with the woodland creation targets in the Forest and Woodland Strategy will lead to an increased sequestration of approximately 13kt CO_2e once mature. If significant landscape scale changes were to be implemented, this has the potential to be more than 200 kt CO_2e.

Whilst the net impact of our landward sector is improving and currently in net positive (sequestering), we need to accelerate the pace of change to deliver on net zero at the earliest opportunity. Both forestry and peatland rehabilitation have long lead in times before the full scale of sequestration is achieved, so significant action is required in the next five years to realise significant savings by 2045.

It is hard to quantify the potential carbon saving to be gained through creating a network of biodiversity communities or transformation of our greenspaces, but any net impact will be positive. The positive

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impact on biodiversity in the rural areas and in, and around, our urban areas is significant. Our greenspace are often the critical biodiversity corridors within largely built-up area and are a lifeline for biodiversity. In the landward sector, more sensitive agricultural practices, appropriate tree planting and peatland restoration have the potential to enhance the habitats of numerous protected and endanger species.

Key challenges and opportunities

Except for the operation of the planning system and improvements to land under Council control, the majority of the actions relate to land over which the Council has a varying degree of influence. The delivery of the Land Use objectives, therefore, will be largely only successful through effective partnership working. The role of the Council will be as a facilitator or supporter of these projects both from a staff and resources perspective.

It has already been noted that there are significant funding opportunities already announced and more details expected in the future. Most of the funding opportunities are the subject of applications and many are also competitive bids for funds which are likely to be oversubscribed. The ability of the Council and its partners to prepare robust applications, particularly for large scale strategic and innovative projects will be key to the successful transformation of our land management sector.

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Timeline years: 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032

Key National Policy and Legislation

- Explore options for 20 minute neighbourhoods, further protection of peatland, and future use of vacant and derelict land (2021)
- Regional Land Use Frameworks developed (2022)
- Bioenergy Action Plan published (2022)
- 18,000ha of new woodlands created annually (2024–2031)
- At least 250,000ha of peatland restored (2029–2030)
- At least 20,000ha of peatland restored annually (every year) (2021–2031)

Peatland Protection and Restoration

- Identify opportunities for forestation and peatland restoration across Perth and Kinross (2021)
- Identify measures to support private landowners in forestation and peatland restoration (2021)
- Develop a landscape scale pilot project in conjunction with partners (2021)
- Support the delivery of peatland restoration projects through delivery of Landscape Scale Project or Projects with partners (2022–2032)

Trees and Woodland

- Review existing policies on trees including revising the Forest and Woodland Strategy (2021)
- Support the implementation of the Forestry and Woodland Strategy (2022–2032)
- Investigate and develop Tree Strategy for our parks and maintained open spaces with native trees (2021)
- Planting for increased tree cover (2022–2032)
- Develop landscape scale pilot project with partners (In conjunction with Perthshire Nature Connections Partnership) (2021)
- Role in our delivery of landscape scale project (2022–2032)

Adapting our approach

- Review existing policies on grounds maintenance and prepare strategy to enhance sustainability and biodiversity during site upgrades (2021)
- Implement new greenspace maintenance (2022–2032)
- Develop strategy to ensure sub-fleet machinery are net zero compatible (2021)
- Implement replacement program for net zero compliant machinery (2022–2026)
- Review current planning policy framework to identify potential improvements (2021)
- Prepare a suite of enhanced policies to be incorporated in LDP 3 (2022–2023)

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Timeline (2021–2032)

Category	Items
Key National Policy and Legislation	Explore options for 20 minute neighbourhoods, further protection of peatland, and future use of vacant and derelict land (2021–2022); Regional Land Use Frameworks developed (2022); Bioenergy Action Plan published (2022); 18,000ha of new woodlands created annually (2024–2032); At least 250,000ha of peatland restored (2029–2030); At least 20,000ha of peatland restored annually (every year) (2021–2032)
Peatland Protection and Restoration	Identify opportunities for forestation and peatland restoration across Perth and Kinross (2021); Identify measures to support private landowners in forestation and peatland restoration (2021); Develop a landscape scale pilot project in conjunction with partners (2021); Support the delivery of peatland restoration projects through delivery of Landscape Scale Project or Projects with partners (2022–2032)
Trees and Woodland	Review existing policies on trees including revising the Forest and Woodland Strategy (2021); Support the implementation of the Forestry and Woodland Strategy (2022–2032); Investigate and develop Tree Strategy for our parks and maintained open spaces with native trees (2021); Planting for increased tree cover (2022–2032); Develop landscape scale pilot project with partners (In conjunction with Perthshire Nature Connections Partnership) (2021); Role in our delivery of landscape scale project (2022–2032)
Adapting our approach	Review existing policies on grounds maintenance and prepare strategy to enhance sustainability and biodiversity during site upgrades (2021); Implement new greenspace maintenance (2022–2032); Develop strategy to ensure sub-fleet machinery are net zero compatible (2021); Implement replacement program for net zero compliant machinery (2022–2026); Review current planning policy framework to identify potential improvements (2021); Prepare a suite of enhanced policies to be incorporated in LDP 3 (2022–2024)

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Priority Theme 6: Climate resilience

Strategic context

Climate resilience relates to the ability to anticipate, prepare for, and respond to climate induced events – both acute events and longer-term trends. The impacts of climate change are already starting to be perceived across the council area, with 91% of surveyed residents indicating that they are already noticing climatic changes. In recent years, we have experienced increasing incidences of flash flooding in urban areas, as well as river flooding. Communities throughout Perth and Kinross including Perth, Comrie, Alyth, Aberfeldy, Almondbank, Kinross, Milnathort and Pitlochry have been affected. There have been landslips and closures of the rail line north and south of Perth due to flooding as well as increased scour on our bridges.

With climate change, it can be anticipated that there may be more chaotic and variable weather patterns, with the scale and frequency of partially dictated by how much future warming is limited over the coming two decades. Both the built and natural environment will be impacted.

Policy drivers

Under Section 44 of the Climate Change (Scotland) Act 2019 (previously 2009), the Council must, in exercising its functions, act in the way best calculated to deliver any statutory adaptation programme. This statutory programme is updated every 5 years and is currently the Scottish Climate Change Adaptation Programme 2 (SCCAP2) 2019-2024.

There are two other key pieces of legislation. The Civil Contingencies Act (2004) identifies how climate resilience plays a significant role in identifying risks and reducing the impacts to be better prepared and more resilient to emergencies. The Flood Risk Management (Scotland) Act 2009 places various duties on the Council, including the preparation of local flood risk management plans to target the areas of highest flood risk and ensure actions are locally targeted and delivered.

Climate resilience and adaption is mentioned in numerous other policies, strategies and legislation including:
- Scottish Planning Policy 2014
- Community Empowerment Act (2015)
- Planning etc. (Scotland) Act 2006 & 2019
- National Planning Framework 4 (2021)
- Building (Scotland) Regulations 2004
- Roads (Scotland) Act 1984
- Scottish Land Use Strategy 2016-2021
- Scottish Biodiversity Strategy
- Scottish Forestry Strategy
- Scotland's Economic Strategy
- Scottish Soil Framework
- Marine (Scotland) Act 2010
- Water-resilient places (2021)

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Areas of focus

The focus areas for the Resilience theme are:

- ***Resilient organisations***: Key actions include having an improved understanding of the risk, as well working to build organisational capacity and mainstream climate resilience into project development and delivery processes. Actions also include continued partnership support for the Tayside Local Resilience Partnership and helping businesses to prepare for, and build resilience to, climate change.

- ***Resilient and empowered communities***: Actions associated with this area are about empowering individuals and communities to take action to build resilience. Continuing to support and develop community resilience forums and other groups to develop proactive measures can have a significant impact, as will promoting natural flood management practices with riparian landowners and communities. More widely, it is necessary to develop an awareness raising campaign promoting the necessary behavioural changes identified in the SCCAP 2.

- ***Resilient infrastructure:*** Actions focus on addressing several of the potential infrastructure vulnerabilities. These include undertaking bridge scour assessments and delivering the appropriate remedial works, as well as looking at rural road drainage. In our parks and open spaces, it will be necessary to develop green solutions to help manage the risks of flooding and erosion. More widely we need to examine how to maximise the planning and delivery of blue-green infrastructure in our towns and developments.

- ***Flood risk management:*** Approximately 10% of homes and businesses in Perth and Kinross are now considered to be vulnerable to flooding, and this is likely to increase with climate change. Any actions which focus on managing flood risk are very important to residents and businesses. Actions focus on delivering the Council's Flood Risk Management Plans which were published in 2016. A national public consultation on the second cycle of these Plans recently closed, and updated plans will be published by SEPA in December 2021 and by the Council in 2022. Complementary to this, it is important that the Planning System is used to its capacity to avoid an increase in flood risk.

- ***Resilient ecosystems:*** Linked with the flood risk management actions described above, is the proposal to develop an integrated catchment approach for the River Tay – this would look at several key areas: biodiversity enhancements, natural flood management, carbon sequestration and water quality enhancement. The Council similarly needs to continue its contribution and support to the delivery of Nature Rich Leven and other catchment management approaches. More widely, it is important to update the Local Biodiversity Action Plan to reflect necessary adaptation measures to for our native flora and fauna and work with partners to make Perth a biodiversity exemplar and climate resilient city.

Impact

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The scale of the impact is hard to quantify due to the uncertainty around if, and when, climatic events will occur. In general, each £1 spent on resilience measures will generate between £2-£10 pounds in savings. The benefits of the actions include a reduced risk of disruption to infrastructure, improved economic and social resilience, improved flood risk management, healthier ecosystems, and improved water quality.

Key challenges and opportunities

One of the biggest challenges for resilience action is knowing when a state of resilience has been reached.   This can make it hard to generate a shared vision and impetus for action although, as demonstrated by recent events, this is required. It is important to raise awareness among the public of the risks and required actions.

Improving resilience will require a behavioural shift from reactive to proactive measures by residents and businesses, as well as the Council. For example, the primary responsibility for avoiding or managing flood risk rests with land and property owners. While the Council plays an important proactive role in flood risk management, it cannot do this alone and needs residents and businesses to make themselves and their properties more resilient to reduce the impact of flooding.

Resilience is interlinked with climate mitigation – many of the actions to reduce emissions also improve resilience. Resilience needs to be wider than just climate change – if systems are unhealthy or at breaking point, a minor climate disturbance can cause serious damage.

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Climate change adaptation timeline (2021–2032)

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Key National Policy and Legislation	UK Climate Change Risk Assent (UKCCRA) 3 published			Scottish Climate Change Adaptation Programme (SCCAP) 3 Published		UK Climate Change Risk Assessment (UKCCRA) 4 published			SCCAP4 Published		UK Climate Change Risk Assessment (UKCCRA) 5 published	

Resilient Organisations Actions

- Undertake a strategic climate risk assessment for Perth and Kinross following publication of UKCCRA3 (2021–2022)
- Build organisational capacity in adaptation and mainstream it into project development, delivery and asset review processes (2022–2024)
- Review organisation alignment with SCCAP 3 (2024–2026)
- Review changes in the UK CCRA on climate risk in P&K (2026–2027)
- Review organisation alignment with SCCAP 4 (2029–2030)
- Continue to embed climate resilience aligned with SCCAP 4 (2030–2032)
- Continue to work with Tayside Local Resilience Partnership and explore potential of expanding remit to wider climate focus (2021–2032)
- Increase business membership in resilience groups (2021–2022)
- Develop the ability of organisations and businesses to prepare for and build resilience to climate change (2022–2032)

Resilient Infrastructure Actions

- Develop and implement bridge scour protection programme (2021–2024)
- Develop and implement green solutions for protecting open space and core paths from flooding and erosion (2021–2025)
- Review Road Management policy and guidance (2021–2022)
- Develop and implement rural road drainage review and improvement programme (2022–2026)
- Explore the potential for green-blue infrastructure for Perth, working in strategic partnership with Scottish Water (2021–2022)
- Expansion of green-blue infrastructure across Perth and Kinross (2022–2032)

Resilient Ecosystems Actions

- Undertake research review climate impact on local ecosystems and update LBAP as required (2021–2022)
- Accelerate progress on delivering the Local Biodiversity Action Plan 2016–2026 (2022–2024)
- Develop and implement new LBAP (2024–2032)
- Working with partners to make Perth a biodiversity exemplar and climate resilient city (2021–2028)
- Explore the potential for an integrated catchment management approach for the River Tay catchment and continue supporting Nature Rich Leven (2021–2023)
- Support the delivery of catchment scale action (2023–2032)

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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032

Resilient and Empowered Communities Actions

Support community groups and Communities Resilience Forums to address challenges to ensure communities adapt to climate change , whilst supporting them to develop proactive preventative measures.

Promote natural flood management and work with riparian landowners and communities on addressing climate change and implementing actions of new catchment management plans

Develop and build a public awareness campaign promoting the behavioural changes identified in the SCCAP2

Public engagement and support for the recommendations of SCCAP3

Public engagement and support for the recommendations of SCCAP4

Flood Risk Management Actions

FRM Cycle 2:
Implement Flood Protection Schemes & Undertake Flood Studies

FRM Cycle 3:
Implement Flood Protection Schemes, Undertake Flood Studies & Review climate change impacts on existing flood protection schemes

Bodies of Water - Inspection, Assessment and Clearance & Repair Works

Strengthen policy and enforcement surrounding SUDS and Flood Risk

Reflect increase flood management requirements in LDP3

Use planning system to avoid an increase in flood risk

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Priority Theme 7: engagement and education

Strategic context

While elements of this area have been touched upon in the above six thematic areas, due to the need for clear and coordinated communication to drive behaviour change and support with staff, elected members, students, residents and businesses, a separate Engagement Plan has been developed.

Education has been highlighted as a theme because it is important to recognise that Climate Change will impact disproportionately on the younger members of our society, and it is our duty to minimise the impact by acting now whilst preparing our children and young people for the challenges facing their generation and future ones. It is important that we ensure that our young people are climate literate as well as recognising and nurturing their interest in climate change by recognising their right to a voice and ensure their views are acted upon.

Policy drivers

Under the duty placed on Councils by the UN Convention on Children's Rights, this requires that children and young people are involved in the decisions that affect their lives and that children's rights are always respected, protected and fulfilled by public authorities. Climate change is an issue that young people are particularly passionate about.

The main policy document around this is that Scotland's "Vision 2030+ Report". This provides a strategic plan and recommendations on how the Scottish Government will support Learning for Sustainability up to 2030. The main recommendations include: all learners should have an entitlement to Learning for Sustainability; every practitioner, school and education leader should demonstrate Learning for Sustainability in their practice; every school should have

a "whole school approach" to Learning for Sustainability that is robust, demonstrable, evaluated and supported by leadership at all levels; and school buildings, grounds and policies should support Learning for Sustainability.

Impact

This is a high impact area; the UK's Commission on Climate Change has identified that 59% of necessary emissions reductions require some element of behavioural change to be achieved. This will be especially important in achieving our transport, buildings and waste ambitions.

Using schools as conduit for education can be especially powerful as often through what a child learns, it is possible to influence behaviour in their wider family.

Areas of focus

An Engagement Plan is under development as a means of mapping engagement and stakeholders across a wide spectrum – this will be maintained 'live' and aim to be as comprehensive as possible. The Plan maintains a data base of stakeholder groups and individuals sorted by interest area and level of influence.

The Plan, amongst other things, collates a list of projects/activities linked to Engagement. For example: -
- linking with the Corporate Events team to run 'pop-up' stalls at regular market type events to promote general climate change activity or specific action groups work;
- developing in-house climate change training materials for Council staff and elected members;

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- developing climate change induction materials as part of the overall portfolio for new elected members;
- developing climate change briefing materials or community councils;
- linking with Community Planning Partnership to have climate change activity on the ongoing agenda;
- inputting into the development of the Climate Commission and engaging with residents and businesses as part of the Perth and Kinross Offer;
- developing engagement plans for young people;
- continuing to develop approaches for climate education in Learning for Sustainability;
- reviewing and revising school operations.

Development of a dedicated one-stop Climate Change web platform is a key element of stakeholder and public engagement. This is being assembled by an external web developer over the course of November and December 2021. This will map out and form links to climate change activity within the Council and in the wider community. It is the intention that this platform is running from early 2022.

Key challenges and opportunities

One of the key challenges will be ensuring that there is consistent and coordinated messaging across all the communication channels and engagement tools. If messaging is overwhelming or contradictory it can put people off making changes.

The Council already has many channels into our communities and businesses. It is necessary to capitalise on this existing engagement to convey climate messages to avoid multiple teams duplicating engagement.

The Council has historically not been effective at reaching and engaging with children and younger people on environmental and planning topics. It will require meaningful engagement that is children and young people designed and envisioned to build on current effective communications platforms and approaches

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Climate change engagement timeline, 2021–2032

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032

General Engagement
- Develop and deliver annual climate change engagement plan
- Develop and launch comprehensive Climate Change website
- Regular updates to climate change website
- Develop Perth and Kinross Climate Change Commission
- Support the Climate Change Commission in operation

Council Elected Members and Staff
- Refresh Member induction process to include Climate Literacy
- Ongoing climate change capacity building for elected Members
- Develop annual programme for staff training and engagement
- Develop internal climate change resources hub for staff
- Refresh material for staff

Schools and Young People
- Develop engagement plan and platforms for young people
- Implement on-going engagement programme
- Continue to develop approaches for climate education in Learning for Sustainability
- Review school operations and practices to ensure our schools lead by example

Community Groups and Organisations
- Establish regular update and engagement sessions for community groups
- Mapping and sharing of community groups involved in climate action
- Support collaboration with community groups

Residents
- Explore expansion of in-person climate change advice centres
- Expand provision of climate change support

Businesses
- Implement thematic specific engagement as outlined in the Buildings, Transport, Land Use, Waste and Resilience Road Maps
- Implement actions as identified in Business and Industry Road Maps

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Priority Theme 8: Governance

Governance is a crucial aspect to the successful delivery of the Climate Action Plan and the wider net zero agenda. The lessons learnt from several public and private sector organisations is that the successful climate action requires climate change to be embedded into all levels of organisational governance and embedded in key functions.

The Zero Waste Scotland Climate Change Assessment Tool (CCAT) assists public sector organisations to self-evaluate their capability and performance under the public sector duties of the Climate Change (Scotland) Act 2009. Based on a matrix system, climate change progress is scored across five different categories of work within the Council: Governance, Emissions, Adaptation, Behaviour and Procurement.
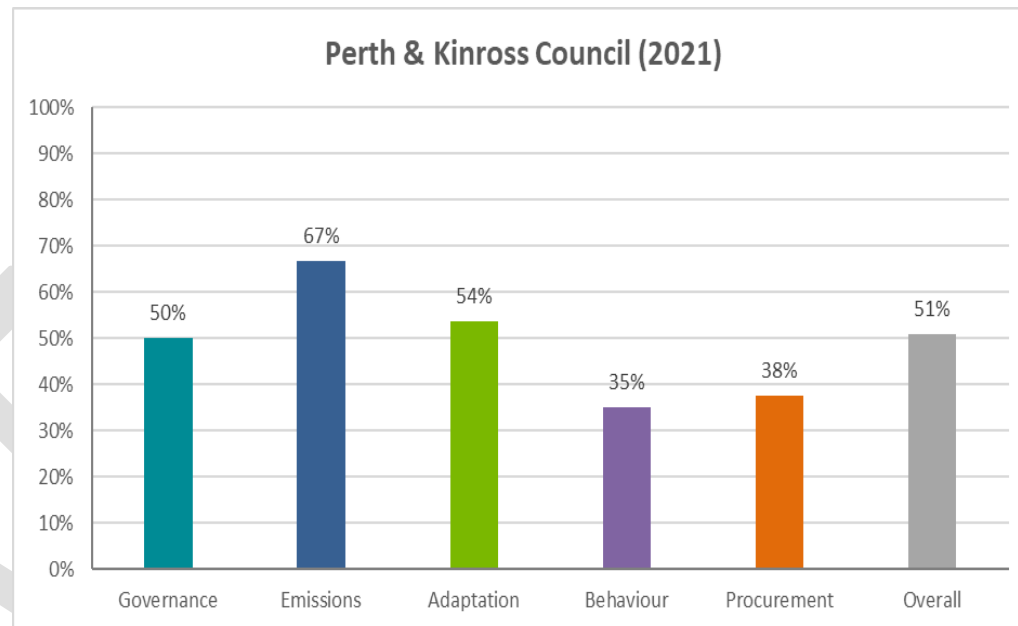
The CCAT completed for Perth & Kinross Council in July/August 2021 gave an overall score of 51%. This is a small improvement on the score of 47% when last measured in 2017/18. It also identified 39 prioritised actions across the 5 categories for the Council to take forward. An organisation that is climate change ready would typically score close to, or the maximum of, 100% overall.

Perth & Kinross Council (2021)

Category	Score
Governance	50%
Emissions	67%
Adaptation	54%
Behaviour	35%
Procurement	38%
Overall	51%

The assessment shows the Council has demonstrated good progress towards managing and reducing carbon emissions associated with waste, energy and water consumption and fleet. Data collection systems are effective, allowing good tracking of the Council's carbon footprint. Governance and accountability for delivering climate change is improving, with climate change being seen as a corporate priority – demonstrated by the Council acknowledging the climate emergency in June 2019 and inclusion of climate change adaptation as a strategic risk on the Corporate Risk Register.

The overall scores for behaviour and procurement are low, with a need for improved internal climate change communication to raise awareness and engage and influence staff behaviour. This is also reflected in the absence of appointed climate change champions

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within individual services and teams. Consideration of climate change impacts will be included in business and service planning and delivery, with priority given to developing carbon accounting and climate change risk assessment processes for those projects subject to financial appraisal.
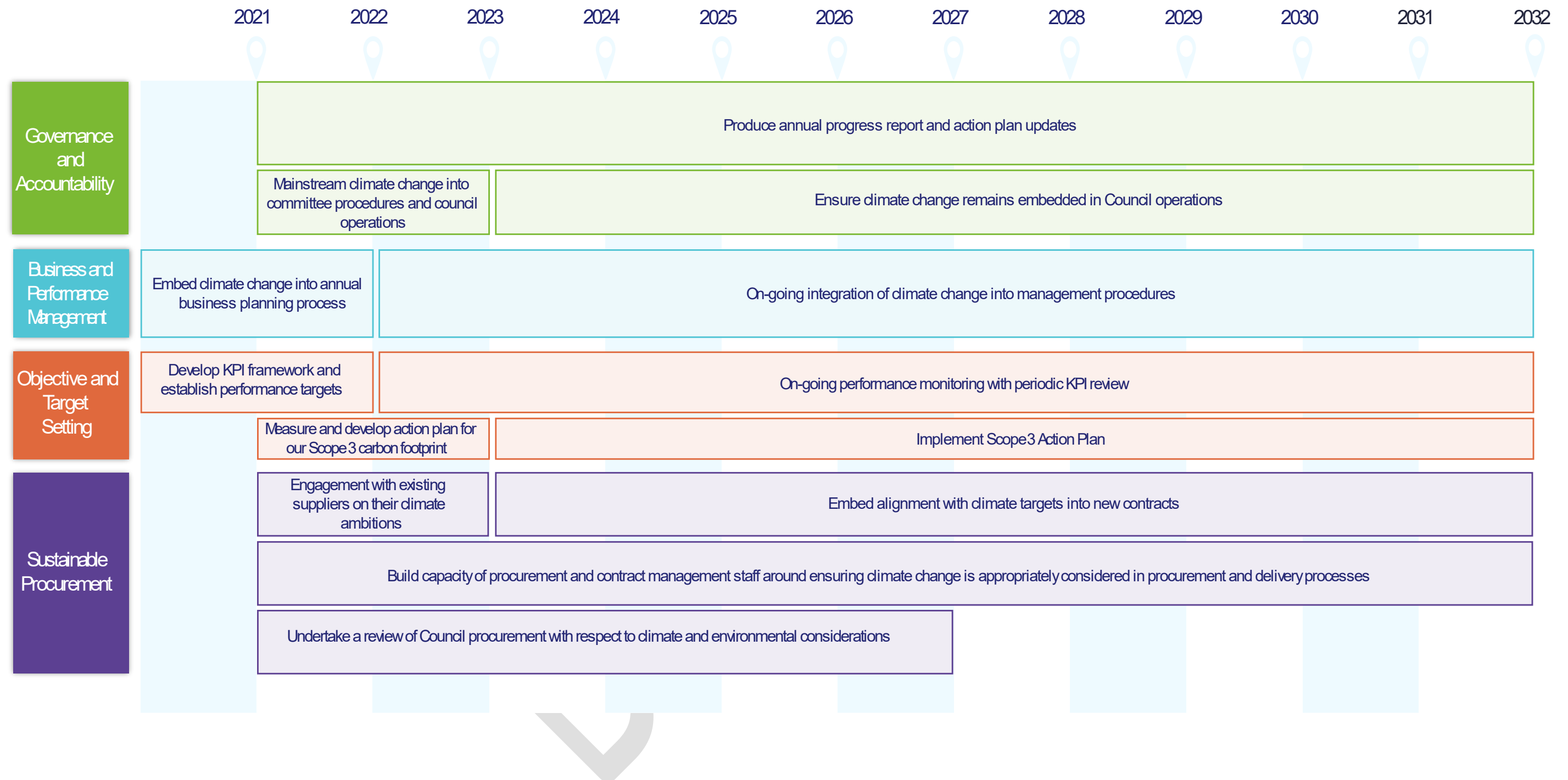
Areas of focus

The focus areas for Governance are:

- *Governance and accountability*: While climate change is everyone's responsibility, it is necessary to establish formal climate governance arrangements. It is proposed a report and updated action plan will be prepared for Council in October each year. To ensure that progress on climate action is monitored more frequently, quarterly progress updates will also be provided to elected members

  To support elected members in decision making on climate change, the Committee reporting process will be reviewed to include this area more prominently.

- *Business and performance management:* In order to embed climate change into Council operations, this will be included into the annual BMIP process as a core area and that identified climate risks and associated actions are considered within existing corporate risk management processes. It is important that responsibility for meeting climate targets is devolved to the level where services are delivered, a first step is to undertake research for how other local authorities have developed and implemented devolving

energy and carbon budgets and develop a feasibility report for a similar approach for the Council.

- *Objective and target setting*: The Council, together with the Perth and Kinross Climate Change Commission, will need to develop interim emissions targets for both the Council's operations and the wider local authority area. An important first action is to have an improved understanding of the full carbon footprint – including from other greenhouse gases and also from Scope 3 emissions. While we await a more enhanced approach to emission reporting, the proposed framework presented below provides a list of key Performance Indicators s which can be used to provide more responsive feedback. This will evolve over time.

- *Sustainable Procurement*: This needs to be considered across all Council procurement processes – both direct procurement and also through Tayside Contracts, commissioning arrangements and other Scottish Frameworks. This will help drive improved climate performance.

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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032

Governance and Accountability

Produce annual progress report and action plan updates

Mainstream climate change into committee procedures and council operations

Ensure climate change remains embedded in Council operations

Business and Performance Management

Embed climate change into annual business planning process

On-going integration of climate change into management procedures

Objective and Target Setting

Develop KPI framework and establish performance targets

On-going performance monitoring with periodic KPI review

Measure and develop action plan for our Scope 3 carbon footprint

Implement Scope 3 Action Plan

Sustainable Procurement

Engagement with existing suppliers on their climate ambitions

Embed alignment with climate targets into new contracts

Build capacity of procurement and contract management staff around ensuring climate change is appropriately considered in procurement and delivery processes

Undertake a review of Council procurement with respect to climate and environmental considerations

Resourcing the Strategy and Action Plan

The UK Climate Change Committee's Sixth Carbon Budget (December 2020) indicated that a feasible path for the UK to meet its commitments requires average annual reductions in UK emissions equal to the total emission reductions achieved between 2012 and 2019. The Committee suggest this is clearly feasible, provided effective policies are introduced across the economy without delay. It estimates net costs of meeting the budget to be equivalent to less than 1% of GDP and so, to that end, climate investment needs to be dramatically scaled up. By 2030, across Scotland there needs to be £5-6 billion investment annually, up more than 10 times current levels.

It is too early to provide a realistic estimate of the share of this estimated £5-6 billion cost across Perth and Kinross. It will, however, have significant implications for the use of the Council overall budgets, and in particular of key capital and revenue programmes around waste and the circular economy, transport, fleet, and the non-domestic and domestic estate. Furthermore, the council requires to consider its level of early commitment to the climate challenges within its future budget decision making and will be required to consider and, potentially, grow these commitments over the period to 2045.

The Investment Blueprint for Perth & Kinross Council states that Council capital expenditure will be aligned with the vision and plan for a net zero and climate resilient Perth and Kinross. It is important that our financial appraisal modelling fully embraces whole life costing and whilst the Council has made progress in this area (e.g. Passivhaus Schools Project), it needs to become embedded in our overall approach.

A number of the identified actions can be delivered within current resources either through adopting new ways of working or reprioritisation. However, significant resources will be required to deliver the net zero agenda. This will have to be addressed through the capital and revenue budget process in future years.

No single approach will provide the funding required to deliver a net zero Perth and Kinross and we will need to work with partners, communities and businesses to minimise the costs through efficient joint working and maximising the funding opportunities. This will include transforming the way we think and act, as reflected in the framework set out for the Perth and Kinross Offer. The list below highlights just a few of measures/opportunities which could lessen the funding challenges: -

- *Joint working*: many of the challenges are new but common across local government, both within Scotland but also internationally. It is important the Council works with others to develop both solutions and learning opportunities. We are already collaborating in several areas, working with a range of other authorities on the pilot Local Heat and Energy Efficiency Strategies and collaborating over the potential procurement of electric vehicles with Tayside authorities. Joint working opportunities need not be confined to the public sector with examples of successful public/private partnerships emerging.
- *External funding:* Both the UK and Scottish Governments have made significant funding commitments to support climate change initiatives. The challenge for the Council is to

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ensure that we have our strategy in place and projects sufficiently advanced to be able to attract these funding opportunities as they become available. Many of the opportunities will be through a bidding process, often with tight deadlines for submission. Ensuring that we have projects in the pipeline to maximise grant funding requires to be prioritised.

- *Charging structure:* There is a need to look at our charging structure in part to ensure these reflect the carbon impact of the activity but also to divert activity away from polluting activities to carbon saving initiatives. – possibly a 'carrot and stick' approach. It is important, however, that our customers can see the benefits of the higher charges being directly invested in the improvement of services or contributing to the climate change agenda.

- *Rent structure:* We must also consider our rent structure, which at the moment does not fully recognise the running costs of our buildings. Funding energy saving measures for our Council house and commercial property stock is unlikely to be affordable without a combination of additional grant income and a review of rent structures. We must guard however, against increasing fuel poverty and ideally, any increased costs would be offset against gains, through lower heating costs.

- *Market involvement:* The Council will need to examine the opportunities to involve itself in a more commercially focussed approach. This includes, for example, consideration of:

  - the introduction of charges for electric vehicles (EV) and our role in the future provision of EV charging infrastructure, as Transport Scotland are withdrawing support from 2022. Decisions will be required about whether we continue to be a provider of new EV infrastructure or partner with a commercial supplier. This will also include taking decisions on the charging rationale such as seeking commercial or reduced rates of return or operating on a not-for-profit basis.

  - the Council's involvement in the energy and heat market. Such opportunities have the potential to act as an income stream to support the transition to a low carbon economy. These should focus on where we can provide the service more efficiently or fill gaps in the market. It is likely such initiatives will be delivered by an arms-length company or an Energy Service Company (ESCO).

- *Communities:* Harnessing the capability and capacity of our communities is a key element of our strategy to support our residents and businesses make the required transformational change. Communities often have access to funding streams which are not available to the Council, and we must maximise these opportunities by working together. Through the Perth & Kinross Offer, we must enhance our support for communities and the third sector, maximising the opportunities to deliver transformational change as efficiently as possible.

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Monitoring and reporting

Regular monitoring and reporting are important to ensure that progress remains on track. Provisional Key Performance Indicators (KPIs) have been proposed in **Table 2**. Both overarching and theme specific KPIs have been identified. These will be reported on to the Council annually and published on the Council's Climate Change Website, to provide transparency to the public. As our climate change work progresses, these KPIs will be adapted as required.

Table 2 Overview of Provisional KPIs

Climate Change Theme – Action areas	Existing or proposed indicators	Data source
Overarching KPIS		
High level KPIs	Perth and Kinross Area-wide CO2 emissions (kt CO2)	BEIS
	Perth and Kinross per Capita CO2 emissions (kt CO2)	BEIS
	Perth and Kinross Council Scope 1, 2 and 3 emissions (kt CO2e)	PKC Staff for annual PBCCR Report
	Carbon Disclosure Project (City Score)	CDP
	% of Climate Change Indicators showing positive change	PKC CC Team
	Climate change grant funding secured (£k)	PKC CC Team
Transport and Connectivity		
Increase active transport across Perth and Kinross	Modal split - % of journeys made by non-personal car methods	Scottish Household Survey and Transport Scotland

	% child journeys to school by walking/cycling	Transport Scotland
	% journeys to work by walking/cycling	Transport Scotland
	Total vehicle kms - split by Trunk roads and Local Roads	Transport Scotland
Accelerate the EV transition	Number of public EV charging points (by category)	PKC Transport Planning
	Proportion of personal vehicles registered as EV	DVLA and ChargePoint data
	% Council fleet vehicles that are electric or other zero direct carbon fuel technologies	PKC Fleet Management
	% Taxi/Private Hire vehicles licenced by PKC that are electric	PKC Civic Licensing
Improve public transport provision	% Residents satisfied with public transport	Scottish Household Survey
	% Modal share attributed to public transport	Transport Scotland
	Population served by Demand Responsive Transport Schemes	
Reduce vehicles in City and town centres	Number of passengers using Park and Ride services	PKC Public Trans
	Monitored air quality achieving annual mean concentration for Nitrogen dioxide (NO2) and Particulate Matter (PM10)	© Crown copyright 2019 Air Quality in Scotland
Ensure resilient transport systems	Number of public road closures due to flooding or other climate change impacts	
Energy and Buildings		
Non-Domestic PKC Properties	Scope 1 and 2 Emissions from Council Estate (tonnes CO2)	PKC Energy Management

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	Energy intensity of Council Estate (kWh/m2)	PKC Energy Management
	Renewable energy generated (MWh)	PKC Energy Management (note also includes from Domestic Estate)
Non-Domestic Perth and Kinross properties	Perth and Kinross CO2 emissions estimates by sector: • Industry • Commercial • Public Sector	BEIS
	Average EPC of non-domestic rented sector	Energy Savings Trust
Domestic PKC Properties	% Council housing meeting the Energy Efficient Standard for social housing	Local Government Benchmarking Framework
	% Council housing EPC B and above	Housing Team
Domestic P&K Properties	Total domestic electricity and gas consumption (GWh) and average consumption by floor area (GWh/m2)	BEIS
	Percentage of households in fuel poverty	Scottish House Condition Survey
	Number of households provided with energy efficiency and/or low carbon heating advice	PKC Staff
	Total Domestic Emissions associated with Other Fuel sources (oil and kerosene)	BEIS
Business and Industry		
Data & Strategic targeting	Number of registered businesses by growth sector (and % SME): • **energy** (including renewables) sector	Growth sector statistics - gov.scot (www.gov.scot)

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	• **sustainable tourism** (tourism related industries)	
	% of large businesses (250+ employees) with a set target for reducing carbon emissions	To be developed by B&I CC working group
Engagement & Empowerment	Number of businesses signed up to the 'Race to Zero' campaign or equivalent	To be developed by B&I CC working group
	Number of businesses supported through climate change initiatives	To be developed by B&I CC working group
Just transition and skills shortage	Share of Green Jobs in Perth and Kinross overall employment	To be developed by B&I CC working group
	Skills and training KPI – To be developed	To be developed by B&I CC working group
	Total turnover and employee numbers from Sustainable Tourism	[Scottish Annual Business Statistics](#)
Waste		
Ensure alignment with the Scottish Government Climate Change Route map	Total household waste generated (tonnes) and household waste generated per person (kg)	[SEPA](#)
	Total household waste landfilled as % of all household waste	[SEPA](#)
	Total household waste recycled/composted as % of all household waste	[SEPA](#)
Promoting a rapid transition to a Circular Economy	To be developed	To be developed by Waste Climate Change Working Group
Developing and delivering thematic action plans for the high carbon emissions materials:	Carbon impact of household waste per person (tonnes CO2e)	[SEPA](#)
	Whole Life Cycle Emissions for PKC Collected Waste	PKC Waste Services ([ZWS Carbon Metric tool](#))

	% of households with food waste collection	PKC Waste Services
	% Residents satisfied with their local refuse collection service	Local Government Benchmarking Framework
Maximise value from waste by reducing Waste sent to landfill	% of households served by twin stream recycling	PKC Waste Services
	Dry Mixed Recycling contamination rate (%)	PKC Waste Services
Land Use		
Planning	% of Local and Major planning consents that contain approvals for biodiversity net gain	PKC Development Management
Landscape Scale Change	Area of new woodland (ha net)	Scottish Forestry
	Area of peatland restoration (ha net)	NatureScot/ Peatland Action
	Total LULUCF net emissions (incl. Forest land, Cropland, Grassland, Wetlands, Settlements and Harvested Wood Products)	BEIS
	% of Perth and Kinross land covered by woodland and subset that is % native woodland	Scottish Forestry
Biodiversity	% Tayside LBAP Actions and Scottish Pollinator Strategy Actions delivered or on-target	TBAP
Greenspace and other Council controlled areas	Number of trees planted	PKC Greenspace team
	Number of community volunteering hours in biodiversity related projects	PKC Greenspace team and TBAP

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	Area grassland managed for biodiversity improvement objectives (ha)	PKC Greenspace team
	% of sites where pesticides are used	PKC Greenspace team
Engagement and education		
General	Views on Climate Change Webpage and Social Media channels	
Community Groups	Number of community groups active on climate change related projects	
Schools	% of schools with Eco School Status	PKC ECS Team
Businesses	Number of businesses engaged with on climate matters	
Resilience and Adaptation		
Resilient organisations	Annual Scotland Adapts Capability Framework score	PKC Staff
Resilient and empowered communities	Number of community groups engaged in proactive climate resilience work	PKC Staff
Resilient infrastructure	Number of Sustainable Urban Drainage Systems Introduced	PKC Staff
Flood risk management	Number of homes and businesses identified as at flood risk	PKC Staff/ NFRA
Governance		
Procurement	Scope 3 Emissions – Procured goods and services and capital works	PKC staff (significant work required for baselined)
Governance and accountability	% of Members and senior officers who have undertaken Climate Literacy training	PKC Staff
Business and performance management	% of staff who have climate change included in job description	PKC staff

Delivery Theme	Action No	Action Number in Interim Report (If applicable)	Sub-Theme	Strategic Action	Proposed Start Date	Timescale	Lead Department/Service	Prioriti-sation for 2022 (T, H, M, L)	Availability of resources	Focus of action (PKC vs P&K)
Transport	T1	T2, T3	Increase active transport across Perth and Kinross	Develop comprehensive Mobility Strategy for Perth and Kinross	2021/22 Financial Year	Ongoing	Planning and Housing Strategy	T	Still to be identified	P&K
Transport	T2	T1	Increase active transport across Perth and Kinross	Maximise the potential utilisation of Smarter Choices, Smarter Places (SCSP) fund to deliver sustainable and active travel.	In progress	Ongoing	Planning and Housing Strategy	H	Feasibility/design only	P&K
Transport	T3	T14	Increase active transport across Perth and Kinross	Develop comprehensive active travel network in association with mobility strategy	In progress	Ongoing	Planning and Housing Strategy	T	Feasibility/design only	P&K
Transport	T4	T15	Increase active transport across Perth and Kinross	Expand the network of active travel routes to provide a comprehensive network around Perth	In progress	Ongoing	Planning and Housing Strategy	T	Feasibility/design only	P&K
Transport	T5	T18	Increase active transport across Perth and Kinross	Lobby Scottish Government to include sustainable transport and active travel in the school curriculum.	Not started	Short - by March 2023	Planning and Housing Strategy	M	Available	P&K
Transport	T6		Increase active transport across Perth and Kinross	Explore measures to increase walking and cycling to schools and improve air quality	In progress	Ongoing	Planning and Housing Strategy	T	Feasibility/design only	P&K
Transport	T7	T4	Accelerate the EV transition	Develop a strategy for the expansion of EV charging infrastructure	Not started	Short - by March 2023	Planning and Housing Strategy	T	Still to be identified	P&K
Transport	T8	T16	Accelerate the EV transition	Work with Taxi Operators to accelerate the transition to electric vehicles	Not started	Short - by March 2023	Planning and Housing Strategy	M	Still to be identified	P&K
Transport	T9	T17	Accelerate the EV transition	Work with Transport Scotland to deliver the Electric A9 project	In progress	Short - by March 2023	Planning and Housing Strategy	H	Available	P&K
Transport	T10	T6	Accelerate the EV transition	Develop and implement a strategy to transform the Council's fleet to electric and alternative fuel vehicles	Not started	Short - by March 2023	Fleet Manager	T	Feasibility/design only	P&K
Transport	T11	T5	Accelerate the EV transition	Develop the low carbon and active travel hub's project	In progress	Ongoing	Economic development	H	Feasibility/design only	P&K
Transport	T12	T9	Reduce vehicles in town centres	Develop a revised and expanded Corporate Travel Plan for Perth and Kinross that covers the full range of Council activities	In progress	Ongoing	Head of Environmental & Consumer Services	M	Available	PKC
Transport	T13	T25	Remove vehicles from town centres	Review options for workplace parking (including workplace parking levy), as a means to support more sustainable transport choices to disincentivise use of cars.	Consultation by SG	Short - by March 2023	Planning and Housing Strategy	M	Feasibility/design only	P&K
Transport	T14	T11	Improve public transport provision	Expand the potential demand for responsive transport and community transport schemes	Identified as part of Mobility Strategy	Medium - by March 2027	Parking, Public Transport and Civil Contingencies Manager	M	Still to be identified	P&K
Transport	T15	T12	Reduce vehicles in town centres	Investigate options and develop plans for future park + ride sites at Luncarty, Walnut Grove and Bridge of Earn.	In progress	Short - by March 2023	Planning and Housing Strategy	H	Feasibility/design only	P&K
Transport	T16	T19	Improve public transport provision	Identify options and costs to establish an annual "Sustainable Transport Week as an incentive to raise the profile of public and active transport	2022	Immediate - by March 2022	Parking, Public Transport and Civil Contingencies Manager	L	Still to be identified	P&K
Transport	T17	T20	Improve public transport provision	Explore operating registered school buses within Perth City for non entitled pupils attending their catchment secondary school to reduce school run journeys.	2023	Short - by March 2023	Parking, Public Transport and Civil Contingencies Manager	N/A	Still to be identified	P&K

Transport	T18	T21	Improve public transport provision	Prepare Impact Analysis and costings to identify funding for improving bus stop infrastructure.	2022	Immediate - by March 2022	Parking, Public Transport and Civil Contingencies Manager	H	Feasibility/design only	P&K
Transport	T19	T22	Improve public transport provision	Improve bus priority measure at junctions managed by traffic lights using new technology and providing new bus lanes on key corridors.	2025	Medium - by March 2027	Traffic and Network Manager	N/A	Still to be identified	P&K
Transport	T20		Improve public transport provision	Perth Bus/Rail Interchange Project: Working with Transport Scotland /N	2021/22 Financial Year	Short - by March 2023	Planning and Housing Strategy	T	Available	P&K
Transport	T21	T13	Reduce vehicles in town centres	Apply for Scottish Government funding for air quality projects in 2022/23 which include cross service projects to tackle air quality and climate change.	In progress	Short - by March 2023	Regulatory Services Manager	H	Available	P&K
Transport	T22	T23	Reduce vehicles in town centres	Continue to monitor the need for and potential benefits for Perth City and Crieff AQMAs to identify the creation of low emissions zones	In progress	Short - by March 2023	Regulatory Services Manager	H	Available	P&K
Transport	T23	T24	Reduce vehicles in town centres	Investigate options for further air quality related regulatory measures which support climate change mitigation.	In progress	Short - by March 2023	Regulatory Services Manager	M	Available	P&K
Transport	T24		Reduce vehicles in town centres	Revisit road use to maximise benefits of decreased vehicle traffic in Perth following the CTLR Opening	In progress	Short - by March 2023	Planning and Housing Strategy	N/A	Feasibility/design only	P&K
Transport	T25		Reduce vehicles in town centres	Explore supporting the establishment of car clubs and bike sharing sche	2022	Short - by March 2023	Planning and Housing Strategy	M	Feasibility/design only	P&K
Buildings and Energy	B1	5b	Domestic- Private	Prepare a costed programme and seek funding to complete the Local Heat and Energy Efficiency Strategy (LHEES), as the basis for future planning and delivery of specific building level interventions and heat decarbonisation measures across zones (e.g. heat networks) in Perth	In progress	Ongoing	Planning and Housing Strategy	T	Feasibility/design only	P&K
Buildings and Energy	New		Domestic- Private	Using Scottish Government awarded grant funding, undertake LHEES pilot project with consultancy/EST support to further develop capacity for future LHEES statutory duties and support ongoing policy development in this area	In progress	Immediate - by March 2022	Planning and Housing Strategy	T	Available	P&K
Buildings and Energy	B2	5b	Domestic - PKC	Develop and deliver a programme to ensure all existing Council houses are brought up to EPC B by 2032	Financial year 21/22	Long - between 2027-2045	Housing	T	Feasibility/design only	PKC
Buildings and Energy	B3	5c	Domestic - PKC	Investigate the potential to deliver new build exemplar projects using a net zero approach incorporating other sustainability measures including potential avenues for funding	At master planning stage	Medium - by March 2027	Planning and Housing Strategy	M	Available	PKC (but with the potential to influence wider to P&K)
Buildings and Energy	B4	5c	Domestic - PKC	Develop a comprehensive suite of measures for inclusion in the review of the Local Housing Strategy to assist our tenants in reducing energy and water consumption.	In progress	Immediate - by March 2022	Joint between Planning and Development and Housing	T	Available	PKC (but with the potential to influence wider to P&K)
Buildings and Energy	B5	5c	Domestic- Private	Work with local Housing Associations to maximise the number of social rented homes achieving EPC B by 2032.	In progress	Long - between 2027-2045	Joint between Planning and Development and Housing	H	Still to be identified	P&K
Buildings and Energy	B6	5c	Domestic- Private	Carry out a comprehensive awareness raising programme, giving private landlords notice of impending EPC targets and directing them to the technical advice required	In progress	Long - between 2027-2045	Joint between Planning and Development, Housing and Legal and Governance Services	M	Still to be identified	P&K
Buildings and Energy	B7	5c	Domestic- Private	Develop and monitor support for private landlords to work towards the required housing energy standards where there are issues with the co-ordination of multi owners.	Financial year 21/22	Long - between 2027-2045	Joint between Planning and Development, Housing and Legal and Governance Services	M	Still to be identified	P&K
Buildings and Energy	B8	5c	Domestic- Private	Introduce a scheme for home energy efficiency advice, co-designed with partner organisations, the third sector and the public (to consider also income maximisation)	In progress	Short - by March 2023	Joint between Planning and Development and Housing	T	Still to be identified	P&K
Buildings and Energy	B9	5c	Domestic- Private	Commission research into fuel poverty and housing conditions in the private sector, to assess the scale of the problem and develop an action plan to tackle the issue.	In progress	Short - by March 2023	Planning and Development	H	Available	P&K
Buildings and Energy	B10	5c	Domestic - PKC	Carry out an updated local Housing survey programme (similar to the one being carried out by Property Services) to refresh information about the condition of the non-domestic estate (HRA) portfolio	Financial year 21/22	Immediate - by March 2022	Housing	H	Still to be identified	PKC

Buildings and Energy	B11	5c	Non-domestic - PKC	Develop options, costs and funding avenues for PKC Estate Portfolios to reduce greenhouse gas emissions. Options should include non-direct emissions heat source and Low and Zero carbon construction methods such as Passivhaus/Energhit for all new build and major	In progress	Short - by March 2023	Property/Housing	T	Feasibility/design only	PKC
Buildings and Energy	B12	5c	Non-domestic - PKC	All non - domestic buildings considered for refurbishment must have improved energy efficiency and performance, adopting the 'fabric first' approach by upgrading building fabric and incorporating non-direct emissions heat sources measures as standard to reduce heat demand	Financial year 21/22	Ongoing	Budget Holders incl. - Property Services/Communities/ECS	H	Still to be identified	PKC
Buildings and Energy	B13	5c	Non-Domestic - P&K	Develop and invest in local district heat/communal heat/electricity networks where viable which use alternative non-direct emissions heat sources such as electricity, hydrogen or bio fuels. This must also be considered in conjunction with the requirements of the LHEES	Financial Year 21/22	Short - by March 2023	Communities/Housing/Property Services.	H	Still to be identified	P&K
Buildings and Energy	B14	5c	`	Re-evaluate all existing 'business as usual' programmes of work which are currently funded. Where possible re-prioritise these to ensure that a reduction in greenhouse gas emissions is the key driver for each expenditure programme. Typical reprioritised works to be considered	On hold	Immediate - by March 2022	Property Services	T	Available	P&K
Buildings and Energy	B15	5c	Non-Domestic - P&K	Explore and secure alternative funding streams to assist the transition to zero carbon and meet Scottish Government Climate Change targets.	Financial year 21/22	Ongoing	Communities - exact Service to be determined.(Corporate Resource)	M	Still to be identified	Both PKC and P&K
Buildings and Energy	B16	5c	Non-domestic - PKC	Review the property portfolio and reduce emissions through a combination of maximising and optimising the use of buildings in line with the Corporate Asset management review and Smarter Working.	In progress	Short - by March 2023	Property Services/ Communities/Estates	H	Feasibility/design only	Both PKC and P&K
Buildings and Energy	B17	5c	Non-Domestic - P&K	Develop collaborative and partnership working with other Public sector bodies and community planning partners to achieve net zero by 2045.	Financial year 21/22	Short - by March 2023	Property Services/ Communities	T	Feasibility/design only	Both PKC and P&K
Buildings and Energy	B18	5c	Non-Domestic - P&K	Area-wide assessment including the investigation for future local energy targets. To include existing energy resource demand for heat and transport; energy storage potential; building stock (domestic and non-domestic)	Financial year 22/23	Medium - by March 2027	Planning and Development	M	Feasibility/design only	P&K
Buildings and Energy	B19	5c	Non-domestic - PKC	Investigate water conservation measures to cost options for a dedicated water management resource to reduce water consumption and waste across the estate. This will reduce the Council's expenditure and assist Partner organisations including Scottish Water to reduce	Apr-22	Short - by March 2023	Property Services	H	Still to be identified	PKC
Buildings and Energy	B20	5c	Non-domestic - PKC	Eco schools - survey to find out current status of all schools. Review latest standards for Eco-schools status – should schools be expected to achieve a higher status? Report by December 21	In progress	Ongoing	Education & Children's Services	H	Available	PKC
Buildings and Energy	B21	5c	Non-domestic - PKC	Replace all Oil fired heating systems with non- direct emissions heat source, adopting a fabric first approach to reduce heat demand. Increase local energy generation and improve heating control systems. Increase level of smart metering for all utilities	On hold	Ongoing	Property Services	H	Still to be identified	PKC
Buildings and Energy	B22	5c	Non-domestic - PKC	Work with energy and utility suppliers to share ideas, discuss future solutions and partnership working in relation to energy supply and resilience.	Financial year 21/22	Ongoing	Property Services	H	Available	Both PKC and P&K
Business and Industry	B&I 1	I1	Data & Strategic targeting	Collate key info and carbon targeted reduction plans from key employers and industry bodies	In progress	Immediate - by March 2022	Planning and Development	H	Available	P&K
Business and Industry	B&I 2	E1	Engagement, Empowerment and Awareness	Identify and meet with key employers/businesses	Completed	Immediate - by March 2022	Planning and Development	N/A	Available	P&K
Business and Industry	B&I 3	E1	Strategic Actions	Agree with key employers/businesses for them to lead/champion the Race to Zero campaign at local level	Completed	Immediate - by March 2022	Planning and Development	N/A	Available	P&K
Business and Industry	B&I 4	I3/JT1	Data & Strategic targeting	Agree with key employers/businesses the key activities, locations or sectors to target to reduce carbon emissions and achieve a just transition.	In progress	Immediate - by March 2022	Planning and Development	H	Available	P&K
Business and Industry	B&I 5	I1	Strategic Actions	Promote with key employers/businesses/business organisations the Race to Zero campaign to local businesses.	In progress	Immediate - by March 2022	Planning and Development	H	Available	P&K
Business and Industry	B&I 6		Strategic Actions	Promote advice and support tools for SMEs to reduce carbon, access funding/green finance, ensure business continuity and measure progress.	In progress	Immediate - by March 2022	Planning and Development	H	Feasibility/design only	P&K
Business and Industry	B&I 7		Strategic Actions	Develop public/private learning business forums via existing partnerships/networks	In progress	Short - by March 2023	Planning and Development	H	Available	P&K

Business and Industry	B&I 8	I2/JT1	Skills/Jobs	Identify and address skills shortage in business and industry including with key employers and their supply chain	In progress	Medium - by March 2027	Planning and Development	H	Available	P&K
Business and Industry	B&I 9	I2/JT1	Skills/Jobs	Identify and promote green job opportunities in business and industry including with key employers and their supply chain	In progress	Short - by March 2023	Planning and Development	H	Available	P&K
Business and Industry	B&I 10	I3	Strategic Actions	Develop joint strategic projects to decarbonise Transport (goods and people) with key employers in close liaison with the Transport Group	In progress	Immediate - by March 2022	Planning and Development	H	Feasibility/design only	P&K
Business and Industry	B&I 11	SA9/I3	Strategic Actions	Develop joint strategic projects to decarbonise fixed and mobile asset including energy efficiency with key employers in close liaison with the Building and Energy Group	In progress	Short - by March 2023	Planning and Development	H	Still to be identified	P&K
Business and Industry	B&I 12		Strategic Actions	Identify and share business continuity plans with key employers in close liaison with the Resilience Group	In progress	Short - by March 2023	Planning and Development	M	Available	P&K
Business and Industry	B&I 13	SA2/M1	Measuring performance	Agree with key employers/businesses key indicators and measure performance	In progress	Short - by March 2023	Planning and Development	M	Still to be identified	P&K
Business and Industry	B&I 14		Strategic Actions	Develop Perth West and Perth Eco-Innovation Park as a national net zero exemplar for decarbonisation of transport and energy	In progress	Short - by March 2023	Planning and Development	H	Still to be identified	P&K
Waste & Circular Economy	W1	SA7	Data & Strategic Targeting	Conduct a more detailed greenhouse gas assessment of the Waste projects and activities, to prioritise future climate change activities.	In progress	Immediate - by March 2022	Waste Services	H	Available	P&K
Waste & Circular Economy	W2		Data & Strategic Targeting	Undertake a Perth & Kinross Circular Scan to establish a baseline for the Circular Economy Route map	In progress	Immediate - by March 2022	Planning and Development	H	Available	P&K
Waste & Circular Economy	W3		Data & Strategic Targeting	Food Waste: Gather data to create a baseline of knowledge, participation and barriers	In progress	Immediate - by March 2022	Waste Services	H	Available	P&K
Waste & Circular Economy	W4		Data & Strategic Targeting	Textiles: Confirm a baseline for behavioural change	Jan-22	Immediate - by March 2022	Waste Services	H	Available	P&K
Waste & Circular Economy	W5	W2	Ensure alignment with the Scottish Government Climate Change Route map	Review how the national Deposit Return Scheme (DRS) and Extended Producer Responsibility can be introduced effectively in Perth and Kinross & regionally	In progress	Short - by March 2023	Waste Services	H	Still to be identified	P&K
Waste & Circular Economy	W6		Ensure alignment with the Scottish Government Climate Change Route map	Watching brief on requirement to provide separate collections for garden waste and textiles by 2023 & 2025 (EU Commission)	Subject to Scottish Government Timetable	Short - by March 2023	Waste Services	H	Still to be identified	PKC
Waste & Circular Economy	W7		Ensure alignment with Scottish Government Legislation and Climate Change Route map	Review implications of Circular Economy Bill which will encourage the reuse of products and reduce waste. The bill will tackle our reliance on single-use items and include measure stop tackle textile pollution/fast fashion	Subject to Scottish Government Timetable	Short - by March 2023	Waste Services	H	Still to be identified	PKC
Waste & Circular Economy	W8		Ensure alignment with Scottish Government Legislation and Climate Change Route map	Carry out a further review of actions on completion of the Scottish Government Route map review in 2022. The Scottish Government review will consider whether the national targets and interventions align with net zero	Subject to Scottish Government Timetable	Short - by March 2023	Waste Services	H	Still to be identified	PKC
Waste & Circular Economy	W9	W3	Thematic Action Plan for High Carbon Materials	Develop a Food Waste Action Plan	Aug-21	Immediate - by March 2022	Waste Services	H	Feasibility/design only	P&K
Waste & Circular Economy	W10		Thematic Action Plan for High Carbon Materials	Review interim Food Waste Action Plan in 2022 following the evaluation of the National Food Waste Reduction Plan	Subject to Scottish Government Timetable	Short - by March 2023	Waste Services	H	Feasibility/design only	P&K
Waste & Circular Economy	W11		Thematic Action Plan for High Carbon Materials	Ensure the effective collection of consumable surplus food from all stages in the supply chain, from farms to retail, and redistribute it to community food organisations while working to raise the nutritional standards of the food being offered	TBC	Short - by March 2023	TBC	H	Still to be identified	P&K
Waste & Circular Economy	W12	W4	Thematic Action Plan for High Carbon Materials	Develop & Maximise Recycling Services by (1) expanding PKC recycling services to include flexible plastic packaging and hard rigid plastics (as market conditions allow) (2) Expand recycling services (Food/DMR) in Perth City Centre	In progress	Short - by March 2023	Waste Services	H	Available	P&K

Theme	Ref	Old Ref	Action Category	Action Description	Status	Timescale	Lead Service	Priority	Funding	Scope
Waste & Circular Economy	W13		Thematic Action Plan for High Carbon Materials	Maximise value from waste through reduction of greenhouse gas emissions via diversion of organic waste from landfill into recycling and energy production	In progress	Short - by March 2023	Waste Services	H	Available	P&K
Waste & Circular Economy	W14		Promote a rapid transition to the Circular Economy	Develop a Circular Economy route map including an action plan for Circular Textiles & Sustainable Fashion	Jan-22	Short - by March 2023	Waste Services	H	Available	P&K
Waste & Circular Economy	W15		Promote a rapid transition to the Circular Economy	Develop a Circular Economy Route map including actions to reduce consumption of products and materials and make better use of existing products including tackling single use items	In progress	Short - by March 2023	Corporate Procurement Team	H	Feasibility/design only	P&K
Waste & Circular Economy	W16		Leading by Example	Development of a Resource Management Plan for Education & Children's Services	In progress	Immediate - by March 2022	Waste Services	H	Still to be identified	P&K
Waste & Circular Economy	W17		Leading by Example	Asset Management Review of Waste & Recycling Infrastructure	In progress	Short - by March 2023	Waste Services	H	Still to be identified	P&K
Waste & Circular Economy	W18	W1	Leading by Example	Review PKC purchasing Policy in line with Scottish Legislative Single Use Plastics Ban coming into force in 2022. Explore initiatives to reduce the quantity of single use items used by the Council	In progress	Short - by March 2023	Waste Services	H	Available	Both PKC and P&K
Waste & Circular Economy	W19		Cross Cutting Theme/Strategic Action	Develop a Good Food Partnership and prepare a Good Food Strategy & Action Plan for Perth & Kinross.	In progress	Immediate - by March 2022	Waste Services	H	Still to be identified	P&K
Waste & Circular Economy	W20		Cross Cutting Theme/Strategic Action	Work with the Resources Management Association (RMAS) to decarbonise sector and liaise with the Business & Industry Group	In progress	Short - by March 2023	Planning and Development	H	Still to be identified	P&K
Waste & Circular Economy	W21		Cross Cutting Theme/Strategic Action	Establish a Stakeholder Advisory Group to review & develop the Waste & Circular Economy Action Plan	TBC	Immediate - by March 2022	Waste Services	H	Still to be identified	P&K
Land use	L1	L1 &L12	Enhance landscape scale sequestration	Develop a landscape scale pilot project in conjunction with partners (Perthshire Nature Connections Partnership) based on scoping work with JHI that identifies measures to support private landowners to facilitate and encourage forestation and peatland restoration	In progress	Short - by March 2023	Planning and Development	T	Feasibility/design only	P&K
Land use	L2	L2 & L6	Involve our young people in our climate response	Work with Education & Children's Service to develop a programme for schools to maximise carbon sequestration, biodiversity, and education potential. For example: expanding the tree planting project at Perth Grammar to more school grounds; encourage communities and	In progress	Immediate - by March 2022	Education & Children's Services	M	Feasibility/design only	P&K
Land use	L3	L3, L4, L5 & L7	Increase tree and woodland cover	Review existing policies on trees, consolidate and update to develop a comprehensive Tree Planting Strategy which reflects and upscales our commitment to delivering on the Climate Change and Net Zero agenda	In progress	Short - by March 2023	Community Greenspace	T	Feasibility/design only	PKC
Land use	L4		Adapting our approach	Ensuring sub-fleet machinery (e.g. smaller scale lawnmowers and strimmers) are net zero compatible.	Autumn 2021	Short - by March 2023	Operations	M	Still to be identified	PKC
Land use	L5		Halting biodiversity loss	Policy on use of pesticides	In progress	Short - by March 2023	Operations	H	Feasibility/design only	P&K
Land use	L6		Reducing emissions linked to maintenance. Protecting and enhancing habitats and species	Review existing policies on grounds maintenance delivering on the Climate Change and Net Zero agenda. Review the grassland management policy to support wildflower meadows. Cut once a year or not at all to allow areas to naturalise. This will reduce emissions from	In progress	Short - by March 2023	Community Greenspace	T	Available	PKC
Land use	L7		Adapting our approach. Protecting and enhancing habitats and species.	Enhance sustainability and biodiversity during site upgrades.	In progress	Short - by March 2023	Community Greenspace	H	Available	PKC
Land use	L8	L8 (updated)		Expand Council's Food Growing Strategy into a comprehensive "Good Food Nation" project.	In progress	Short - by March 2023	Community Greenspace	H	Still to be identified	P&K
Land use	L9	L9	Halting biodiversity loss. Protecting and enhancing habitats and species.	Work across services to maximise opportunities for the Council to achieve actions set out in the Tayside Local Biodiversity Action Plan 2016-26.	In progress	Short - by March 2023	Planning and Development	M	Still to be identified	P&K
Land use	L10	L9 & L10 (expanded)	Halting biodiversity loss. Protecting and enhancing habitats and species.	Work with local communities and Tayside Biodiversity Partnership to develop Biodiversity Action Plans, supporting both biodiversity and climate change mitigation and adaptation (Biodiversity Villages, Neighbourhoods and Towns Initiative)	In progress	Short - by March 2023	Planning and Development	T	Still to be identified	P&K

Theme	ID		Category	Action	Status	Timeframe	Responsible	Priority	Funding	Owner
Land use	L11	L11		Review current planning policy framework to determine their strength in terms of delivering on climate change, biodiversity and net zero commitments. Update, enhance and enforce more rigorously where required.	In progress	Short - by March 2023	Planning and Development	H	Still to be identified	PKC
Land use	L12		Halting biodiversity loss. Protecting and enhancing habitats and species.	Perth Biodiversity Capital of Scotland Project - explore what role PKC and Tayside Biodiversity Partnership can have in the development and delivery of this project.	In progress	Short - by March 2023	TBC - Planning and Development or Greenspace	H	Still to be identified	P&K
Land use	L13		Reducing emissions to meet net zero targets.	Review planning requirements to help ensure consented developments demonstrate their net zero status and require mitigation where not achievable in line with emerging national policy (NPF4, draft Heat in Buildings Strategy, LHEES)	Winter 2021	Short - by March 2023	Planning and Development	M	Still to be identified	PKC
Land use	L14		Reducing emissions to meet net zero targets.	Consider how planning system may support or hinder the implementation of carbon reduction measures and develop advice and guidance.	Winter 2021	Short - by March 2023	Planning and Development	M	Available	PKC
Land use	L15		Halting biodiversity loss. Protecting and enhancing habitats and species.	Progress work on the Tayside Biodiversity Partnership's Action to enhance business parks and industrial estates for biodiversity and climate mitigation. Not limited to protection and enhancement of biodiversity, but also encouraging active travel, provision/signposting to	TBC (2022)	Medium - by March 2027	Planning and Development	M	Still to be identified	P&K
Land use	L16			Progress a "What's Going On?" mapping project	In progress	Immediate - by March 2022	Planning and Development	H	Available	P&K
Land use	L17		Increase tree and woodland cover. Protecting and enhancing habitats and species	Develop a list of projects and secure funding for delivery via the Nature Restoration Fund by the end of the financial year (21/22).	In progress	Immediate - by March 2022	Community Greenspace Team	T	Still to be identified	PKC
Land use	L18		Halting biodiversity loss. Protecting and enhancing habitats and species. Peatland Restoration and	Identify and protect sensitive areas (including LNCS) from development for biodiversity resilience, providing connectivity and ensuring planting is not counterproductive. Identify which of these sites (especially peatland) would benefit from restoration/enhancement and provide	In progress	Short - by March 2023	Planning and Development	H	Still to be identified	P&K
Land use	L19		Improving Our Open Spaces	Review Play Strategy and the use of natural resources and a playscape in addition to traditional equipment.	2022	Short - by March 2023	Community Greenspace	L	Still to be identified	PKC
Land use	L20		Improving Our Open Spaces	Review Pitch Strategy and the use of and the reduction in chemical usage.	2022	Short - by March 2023	Community Greenspace	H	Still to be identified	PKC
Land use	L21		Improving Our Open Spaces	Consider opportunities for park power as they arise.	In progress	Medium - by March 2027	Community Greenspace	M	Still to be identified	PKC
Climate Resilience	R1		Resilient organisations	Build organisational capacity around climate adaptation and mainstream it into project development and delivery processes	Jan-22	Short - by March 2023	Planning and Development	H	Available	PKC
Climate Resilience	R2		Resilient organisations	Continue to work with Tayside Local Resilience Partnership to implement local risk reductions measures and develop contingency plans	In progress	Ongoing	Communities	H	Available	P&K
Climate Resilience	R3		Resilient organisations	Develop the ability of organisations and businesses to prepare for and build resilience to climate change	In progress	Ongoing	Economic development	H	Feasibility/design only	P&K
Climate Resilience	R4		Resilient organisations	Review the Scottish Climate Change Adaptation Programme 3 (2025-29) when published and identify appropriate local actions	2024	Medium - by March 2027	Planning and development	N/A	Available	P&K
Climate Resilience	R5		Resilient organisations	Embed climate resilience as a criteria into Asset Review processes	Apr-22	Short - by March 2023	Communities	H	Available	PKC
Climate Resilience	R6		Resilient organisations	Undertake a strategic climate risk assessment for Perth and Kinross Council Area	2021/22 Financial Year	Short - by March 2023	Planning and Development	T	Feasibility/design only	P&K
Climate Resilience	R8		Resilient infrastructure	Develop and implement green solutions for protecting open space and core paths to protect from flooding and erosion	2022	Medium - by March 2027	Greenspaces	M	Feasibility/design only	PKC
Climate Resilience	R9		Resilient infrastructure	Explore the potential for green-blue infrastructure for Perth, working in strategic partnership with Scottish Water	In progress	Short - by March 2023	Planning and Development	M	Still to be identified	P&K

Climate Resilience	R10			Resilient Ecosystems	Develop overarching environmental advice to developers by linking all current objectives, including on green infrastructure	Dec-21	Immediate - by March 2022	Planning and Development	M	Available	P&K
Climate Resilience	R11			Resilient infrastructure	Review and update roads development guide to resolve conflicts with adoption criteria for SUDS with roads maintenance requirements.	2022	Short - by March 2023	Planning and Development	H	Still to be identified	P&K
Climate Resilience	R12			Resilient infrastructure	Develop and implement scour bridge protection programme	2022	Medium - by March 2027	Structures and Flooding	H	Still to be identified	P&K
Climate Resilience	R13			Resilient ecosystems	Explore the potential for an integrated catchment management approach for the River Tay catchment to improve the water environment and reduce flood risk	2022	Medium - by March 2027	Planning/PKCT(?)	H	Still to be identified	P&K
Climate Resilience	R14			Resilient ecosystems	Continuing contribution and support to expand the delivery of Nature Rich Leven and other catchment management approaches	In progress	Ongoing	Planning and Housing	M	Feasibility/design only	P&K
Climate Resilience	R15			Resilient ecosystems	Undertake research review into native tree and flora and fauna species and how they adapt to the changing climate and develop programme of necessary actions	Dec-21	Short - by March 2023	Planning and Development	H	Feasibility/design only	P&K
Climate Resilience	R16			Resilient ecosystems	Working with partners to make Perth a biodiversity exemplar and climate resilient city	In progress	Medium - by March 2027	PCLF / Nature Scot/Planning and Development	M	Feasibility/design only	P&K
Climate Resilience	R19			Resilient and empowered communities	Develop and build a public awareness campaign promoting the behavioural changes identified in the SCCAP2	Mar-22	Medium - by March 2027	Planning and Development	H	Still to be identified	P&K
Climate Resilience	R20			Resilient and empowered communities	Continue to support and develop Communities Resilience Forums and other community groups and support them to develop proactive preventative measures	In progress	Long - between 2027-2045	Communities	T	Feasibility/design only	P&K
Climate Resilience	R21			Resilient and empowered communities	Promote natural flood management and work with riparian landowners and communities on addressing climate change and implementing actions of new catchment management plans	2022	Ongoing	Planning and Development	H	Still to be identified	P&K
Climate Resilience	R23			Flood risk management	Use planning system to avoid an increase in flood risk	In progress	Short - by March 2023	Planning and Development	H	Feasibility/design only	P&K
Climate Resilience	R24			Flood risk management	Implement Flood Protection Schemes (FRM Cycle 2)	2022-2028	Long - between 2027-2045	Flooding Team	H	Still to be identified	P&K
Climate Resilience	R25			Flood risk management	Implement the Comrie Flood Protection Scheme	In progress	Medium - by March 2027	Flooding Team	H	Still to be identified	P&K
Climate Resilience	R26			Flood risk management	Implement the Milnathort (Surface Water) Flood Protection Scheme	In progress	Medium - by March 2027	Flooding Team	H	Available	P&K
Climate Resilience	R27			Flood risk management	Implement the South Kinross Flood Protection Scheme	In progress	Medium - by March 2027	Flooding Team	H	Still to be identified	P&K
Climate Resilience	R28			Flood risk management	Implement the Scone (Annaty Burn) Flood Protection Scheme	2022	Medium - by March 2027	Flooding Team	H	Available	P&K
Climate Resilience	R29			Flood risk management	Implement the Bridgend Flood Protection Works	In progress	Medium - by March 2027	Flooding Team	H	Feasibility/design only	P&K
Climate Resilience	R30			Flood risk management	Complete On-going Flood Studies - FRM Cycle 1	In progress	Immediate - by March 2022	Flooding Team	H	Available	P&K
Climate Resilience	R31			Flood risk management	Undertake Flood Studies - FRM Cycle 1	2021	Short - by March 2023	Flooding Team	H	Available	P&K

Category	ID		Theme	Action	Start	Timescale	Lead	Rating	Funding	Area
Climate Resilience	R32		Flood risk management	Undertake Surface Water Management Plans - FRM Cycle 1	2021	Medium - by March 2027	Flooding Team	H	Available	P&K
Climate Resilience	R33		Flood risk management	Undertake Flood Studies - FRM Cycle 2	2022-2027	Medium - by March 2027	Flooding Team	H	Available	P&K
Climate Resilience	R34		Flood risk management	Undertake Surface Water Management Plans - FRM Cycle 2	2022-2027	Medium - by March 2027	Flooding Team	H	Available	P&K
Climate Resilience	R35		Flood risk management	Bodies of Water - Inspection, Assessment and Clearance & Repair Works	In progress	Ongoing	Flooding Team	H	Still to be identified	P&K
Climate Resilience	R36		Flood risk management	Review climate change impacts on existing flood protection schemes	2028+	Long - between 2027-2045	Flooding	N/A	Still to be identified	P&K
Climate Resilience	R38		Flood risk management	Surface water management - seek increased collaboration from Scottish Water; address separate funding mechanisms; seek improvements in legislation.	In progress	Short - by March 2023	Flooding Team	H	Still to be identified	P&K
Climate Resilience	R39		Flood risk management	Address funding gap for intermediate size flooding projects (greater than annual revenue budget but smaller than formal flood schemes)	2022-2028	Medium - by March 2027		H	Still to be identified	P&K
Climate Resilience	R40		Flood risk management	Increased incidences of flooding - support emergency response to flooding and recovery efforts; emergency works and additional projects (and address impact on delivery of Local FRM Plans)	In progress	Immediate - by March 2022	Flooding Team	H	Still to be identified	P&K
Engagement & Educa	E1		General engagement	Develop and deliver annual climate change engagement plan	In progress	Ongoing	Engagement and education worki	T	Available	P&K
Engagement & Educa	E2		General engagement	Develop and launch comprehensive Climate Change website	In progress	Immediate - by March 2022	Climate Change Team	T	Available	P&K
Engagement & Educa	E3		General engagement	Develop Perth and Kinross Climate Change Commission	In progress	Immediate - by March 2022	Climate Change Team/ Selection	T	Available	P&K
Engagement & Educa	E4		Council Elected Members and	Refresh Member induction process to include Climate Literacy	In progress	Immediate - by March 2022	Member services	H	Available	PKC
Engagement & Educa	E5		Council Elected Members and	Develop annual programme for staff training and engagement	Jan-22	Ongoing	Engagement and education worki	H	Available	PKC
Engagement & Educa	E6		Council Elected Members and	Develop internal climate change resources hub for staff	Apr-22	Short - by March 2023	Climate Change Team	H	Available	PKC
Engagement & Educa	E7		Schools and young people	Develop engagement plan and platforms for young people	Jan-22	Immediate - by March 2022	Engagement and education worki	H	Available	P&K
Engagement & Educa	E8		Schools and young people	Ensure climate change is embedded in school curriculums	In progress	Ongoing	Education & Children's Services	H	Available	PKC
Engagement & Educa	E9		Schools and young people	Review school operations and practices to ensure our schools lead by example	Apr-22	Medium - by March 2027	Climate change working groups	H	Still to be identified	PKC
Engagement & Educa	E10		Community groups and organi	Establish regular update and engagement sessions for community groups	Feb-22	Ongoing	Engagement and education worki	H	Available	P&K
Engagement & Educa	E11		Community groups and organi	Mapping and sharing of community groups involved in climate action	In progress	Immediate - by March 2022	Climate Change Team	H	Available	P&K

Engagement & Educa	E12			Residents	Explore expansion of in-person climate change advice centres	Apr-22	Short - by March 2023	Climate Change Team	T	Still to be identified	P&K
Engagement & Educa	E13			Residents	Implement thematic specific engagement as outlined in the Buildings, Transport, Land Use, Waste and Resilience Road Maps	Jan-22	Ongoing	Engagement and education worki	H	Available	P&K
Governance	G1			Governance and accountabilit	Produce annual progress report and action plan updates	Oct-22	Ongoing	Climate Change Team	H	Available	PKC
Governance	G2			Governance and accountabilit	Mainstream climate change into committee procedures and council operations	Jan-22	Medium - by March 2027	Policy and Governance Group	T	Available	PKC
Governance	G3			Business and performance ma	Embed climate change into annual business planning process	Jan-22	Short - by March 2023	Performance Team	H	Available	PKC
Governance	G4			Objective and target setting	Develop KPI framework and establish performance targets	In progress	Short - by March 2023	Climate Change Team	H	Available	PKC
Governance	G5			Objective and target setting	Measure and develop action plan for our Scope 3 carbon footprint	Jun-22	Short - by March 2023	Climate Change Team	H	Still to be identified	PKC
Governance	G6			Sustainable Procurement	Engagement with existing suppliers on their climate ambitions	Apr-22	Short - by March 2023	Procurement Team	H	Still to be identified	PKC
Governance	G7			Sustainable Procurement	Build capacity of procurement and contract management staff around ensuring climate change is appropriately considered in procurement and delivery processes	Summer 2022	Medium - by March 2027	Procurement Team	H	Still to be identified	PKC
Governance	G8			Sustainable Procurement	Undertake a review of Council procurement with respect to climate and environmental considerations	Autumn 2022	Medium - by March 2027	Procurement Team	H	Still to be identified	PKC

PERTH AND KINROSS COUNCIL

15 December 2021

Perth & Kinross Offer Framework

Report by Depute Director (Communities)
(Report No. 21/246)

PURPOSE OF REPORT

This report seeks Council approval for the Perth & Kinross Offer Framework which sets out how we intend to deliver and embed the Perth & Kinross Offer. It explains how it supports the delivery of our strategic objectives, the work that will support our approach and the programme of cultural change that will transform how we work with colleagues, communities, and our partners.

In addition, the report provides an update on progress made in developing and delivering the Offer since last reported to Council on 7 October 2020 (Report no. 20/181).

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1   INTRODUCTION

1.1   The Perth & Kinross Offer places people at the heart of everything we do, recognising that everyone has something to offer and a contribution to make in the area. It builds upon our existing success of working with and for our communities, setting out our commitment to balance the relationship between people who design and deliver services and those who use them.   Our varied communities have many strengths and assets, they are good at identifying their needs and designing solutions, improving outcomes as a result.

1.2   The ethos and approach of the Offer is not new to Perth and Kinross. The Council and its partners have been working with and within our communities to improve outcomes for people for many years. More recently, during the pandemic, we have evidenced the Offer in action where communities worked with us and our partners as well as independently to support the most vulnerable people in our areas. We want to continue building on this good practice so that people continue to be at the heart of everything we do and the ethos of our Offer becomes fully embedded in how we work.

1.3   The Perth & Kinross Offer Framework attached as Appendix 1, sets out our plan for taking forward the principles and aims of the Offer over a 5-year period. It is intended to be a strategic internal document, setting out the actions required to develop the Offer aim of "Working together so everyone in Perth and Kinross can live life well".

1.4   Although, the Framework has been written with a specific internal focus, it clearly recognises the need for increased partnership working across the area to achieve the reach and impact at the pace of scale required. The Framework also sets out our plans for external communication, developed to clearly convey the key messages of the Offer in an easy-to-understand way.

1.5 Based on feedback from Elected Members we have written the framework in plain English and based it around four easy to understand "pillars":

- *Building our Offer* (the why) provides background information on the context of the offer as well as the aims, principles, and values
- *Building our Culture* (the how) and developing our offer through communications, engagement, and organisational development
- *The Offer Workstreams* (the what) sets out the "golden thread" between the delivery of the Councils 5 strategic objectives and how the Offer will underpin the achievement of these aims through key work programmes
- *The contribution of people and groups* (the who) gives some specific suggestions and guidance to different groups who will be key to the success of the Offer

1.6 The Framework also clearly sets out why we are taking this approach. The increasing demand for services, rising costs and the changing needs of our population as well as legislative and national commitments mean that we can no longer continue delivering our services in the same way. Local Authorities across the country are beginning to rethink how we must work with partners and communities to meet the pace and scale of the common challenges we face.

1.7 To ensure our approach is evidence based, we have been learning from other local authorities who have been leading the way with similar transformation programmes. All of these organisations have made great progress improving collaboration and partnership working with and within their communities, using the principles woven throughout the Perth & Kinross Offer. We have been learning from areas such as Wigan (the Wigan Deal), East Ayrshire (Vibrant Communities) and Barking & Dagenham (Everyone Everyday programme).

1.8 There are already great examples of where the principles and the ethos of the Offer are working in action across all areas of Perth and Kinross. The Offer framework provides us with a clearer plan to embed this approach more fully, to ensure it has reach and impact, and that staff, elected members and communities have the information and tools they need.

1.9 If we want to fully embrace the Offer, we must recognise that this is a long-term commitment – Wigan Council first started their approach to the Wigan Deal in around 2010 and this continues to evolve and develop today.

1.10 The Kings Fund recently commented *"The Deal has been at least ten years in the making and is still a work in progress, as its architects readily admit"* **and** *"The Deal has given public servants in Wigan a set of guiding principles that inform how they work with each other and with people using services."*

1.11 The Perth and Kinross Offer has already been commended for its potential step change plan and the Accounts Commission in their Best Value Report 2019 highlighted that:

"The Council could do more to involve communities earlier in strategic planning discussions and demonstrate the outcomes of engagement"

"The Council is aware that it needs to do more to embed community empowerment in the way that the Council and its communities work together"

"We would encourage the Council to consider how its ongoing review of its governance and decision making might help it better involve and empower communities"

2. PROGRESS TO DATE

2.1 Since our last report to Council on 7 October 2020, we have continued to take forward the key actions and commitments made around development of the Offer. While the pandemic has continued to impact on our timeframes throughout the year, we have seen the Offer in action, demonstrated by the joint working between ourselves, communities and our partners to support people who needed it most. We have also demonstrated progress through the following actions:

- undertook a number of engagement sessions on developing the Offer and Framework (including Elected Members, Community Planning Partnership, Staff, Culture Leads)
- agreed the aim, principles, and values for our wider Offer approach
- commenced delivery of the Organisational Development plan and its four key themes including Enabling Cultural Change and Nurturing Health and Wellbeing
- continued ongoing internal communication to promote and embed the collaborative ethos of the Offer
- continued to meet with our MOWG to set the strategic direction for the Offer Framework
- progressed work with and within our communities through different projects such as WeAll, Young Carers Strategy, equalities engagement sessions and climate change consultations
- worked with our internal Culture Leads Group to develop our organisational values into a behavioural framework which will be incorporated in the Employee Offer Experience
- updated our P&K Offer website pages and finalised the P&K Offer video and feedback animation
- produced a plain English introduction to the Offer with Pink Elephant Communications – for public information
- developed a draft Employee Offer Experience session plan to get underway in early 2021
- developed our Perth & Kinross Offer Framework using feedback received to set the context, future direction, and key actions for implementation.

2.2 Moving forward, the Framework sets out high level programmes of work for progressing the Offer within the "roadmap and key milestones" (page 45). In addition, a more detailed action plan (appendix 2) has been developed and is progressing. This plan gives Officers direction and focus over the next few years. Central to this will be the Cultural Change Programme with specific

actions around communication, marketing, engagement and developing the Employee Offer Experience.

3.   CONSULTATION AND ENGAGEMENT

3.1   As mentioned above, over the past few months, we have undertaken extensive consultation on different aspects of the Framework and our communications / engagement approach with a number of key stakeholders including Elected Members, Community Planning Partners, Staff and Senior Officers.

3.2   We have also been benchmarking with others who have undertaken similar journeys. We received positive feedback from our colleagues in East Ayrshire Council who have delivered a similar approach through their Vibrant Communities programme with an ethos similar to that of the offer.

3.3   We have included as Appendix 3, an infographic which breaks down all the groups with whom we have engaged with over the past year and examples of the feedback we have received around the Offer approach and the positive outcomes that we are hoping to achieve. This has also been incorporated as a link within our Framework document (page 5).

4.   ENABLING THE OFFER

4.1   The principles and values outlined within the framework have been reached as a result of extensive consultation, both internally and externally. They set out how we will work in partnership with all our communities, enabling greater trust, confidence and providing clear expectations and direction for our workforce.

4.2   The Perth & Kinross Offer Principles of Bold Vision, Enabling/Think Yes, Partnership/Collaboration and Kindness reflect the ethos of the Offer and how we want to work with our communities to achieve our aim. They are closely linked to our internal values, and we will ensure that they continue to be connected through our Employee Offer Experience.

4.3   Our internal values; Ambition, Compassion and Integrity were developed through extensive engagement with our workforce. To further embed this in our organisation, our culture leads group are developing a Behavioural Framework to give examples of how the values should work in our everyday roles. For example, being comfortable with a culture of positive and direct challenge and taking accountability for work.

4.4   The Framework is intended to enhance our corporate objectives and will support the delivery of key priorities through 5 key workstreams (The 5 Es):

- Equalities, Empowerment & Fairness
- Economy
- Education & Learning
- Environment
- Enabling (working smarter)

4.5 The Equalities and Enabler workstreams are overarching and their actions will weave through all of the workstreams and have a wider impact upon our day to day delivery of services. These workstreams will provide support and resources in these areas to ensure that teams and staff are adopting the approaches and working towards the Offer aim and principles.

4.6 The Offer acknowledges that communities have strengths and assets and are good at identifying their needs and designing solutions. Our workstreams as well as wider actions and service delivery will build upon existing success and recognise that different localities have different challenges, demography, and priorities and the workstreams will work with and within communities to achieve local solutions and outcomes.

4.7 To be successful we will require to take a flexible approach, be risk aware and not risk averse and embed our "think yes" approach. We need to acknowledge that we will not always get things right and when this happens acknowledge this as a learning opportunity to develop and innovate.

4.8 The Enabling workstream recognises that we need to change the way we work. It will involve challenging traditional assumptions about how we do things and embrace better ways of working. More specifically we need to consider areas which can be seen as potential barriers. For example, connected resources; budgets and access to funding; digital solutions; systems and processes; organisational culture, human resource policies.

4.9 We have several established governance arrangements in place that monitor achievement of corporate and service outcomes and objectives. Progress in delivering the Offer will be reported through a range of these established processes and importantly demonstrate the principles and ethos of the Offer.

4.10 To set how this will work in practice and give more detail, the framework includes a high-level indicative road map of workstreams which will be supported by more detailed action plans. These plans require to be flexible and allow the Offer to evolve and develop as we listen and engage with the people of Perth & Kinross.

5. THE OFFER IN ACTION

5.1 To bring the Offer to life and enable people to connect and understand it we will use real life stories to illustrate how it is already working within our communities.

5.2 It is acknowledged that there are already great examples of the Offer in action, and we have used these as case studies to bring the offer to life and model best practice throughout the framework. There are great examples of:

- staff and teams working in partnership with communities and partners
- what communities have managed to achieve without Council support,
- where our staff have adopted a "think yes" approach to deliver person centred outcomes

- where we have worked collaboratively with a range of partners to deliver great outcomes.

5.3 The framework contains only a few examples, however and we are currently developing a full library which we will make available on our website and continue to build as we gather more case studies and see the impact of our Offer build momentum.

6. NEXT STEPS

6.1 As we develop and deliver the Perth & Kinross Offer into the future, we will continue to work with all of our partners and staff to add pace and create positive actions. In terms of next steps, we will:

- continue to develop our internal Employee Offer Experience and start the delivery of the virtual programme from early 2022;
- work with specific organisations from our Community Planning Partnership to develop clear programmes of work that support the Offer in Action;
- develop our Communications & Marketing Plan for implementation by January 2022;
- identify specific areas where we will work in partnership with community groups and individuals to grow our Offer approach
- develop our Engagement Strategy across the Council – building capacity and growing our internal skills and experience.

7. CONCLUSION AND RECOMMENDATIONS

7.1 The message of our Perth & Kinross Offer is simple, we believe that everyone has something to offer and by all playing our part, we can make our area an even better place to live, work and visit. No involvement is too small, from recycling more, shopping locally to volunteering in local communities, everyone has something to contribute.

7.2 The Perth and Kinross Offer framework sets out a clear plan on how we will build on our relationships with communities, business and people of Perth and Kinross and help to achieve the aim of the Offer, "working together so everyone in Perth and Kinross can live life well".

7.3 The offer underpins the Council's 5 Strategic objectives as well as meeting national and legislative commitments to further embed community empowerment and involvement in the decision-making process so that it meets the particular needs of communities.

7.4 It sets out an ambitious and long-term plan which requires to be flexible and adaptable to meet emerging needs and priorities.

7.5 It is recommended that the Council:

(i)   note the progress made since the last report

(ii)   note the drivers for the change in the way we do things and the links to the strategic planning objectives

(iii)   approve the Perth & Kinross Offer Framework as detailed in appendix 1

8.   APPENDICES

8.1   Perth & Kinross Offer Framework 2022-2027
8.2   Perth & Kinross Offer Action Plan
8.3   Perth & Kinross Offer – consultation and engagement feedback

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Approved

Name	Designation	Date
Clare Mailer	Depute Director (Communities)	16 November 2021

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You can also send us a text message on 07824 498145.

All Council Services can offer a telephone translation facility.

The Perth & Kinross Offer Framework

Our 5-year plan (2022 to 2027)

"Working together so everyone can live life well"

PERTH & KINROSS COUNCIL

everyone **The Perth & Kinross Offer** has something to offer

Contents

Foreword

Councillor Murray Lyle

The Perth & Kinross Offer is based on the ambition that everyone in Perth and Kinross has something to offer. It builds on our success of working with and for our communities rather than doing to them. It seeks to balance the relationship between people who design and deliver services and those who ultimately use them, drawing on the strengths and assets of individuals and communities to improve outcomes.

The ethos and approach of the Offer is not new to Perth and Kinross. The Council and its partners have been working with and within our communities for many years and there are numerous examples of the Offer in practice achieving positive outcomes. We want to build on this success so that people will be at the heart of all aspects of our work and business, and the ethos of the Offer becomes second nature and "the way we do things around here".

Our aim for the Perth & Kinross Offer is:

"Working together so everyone in Perth and Kinross can live life well"

Despite innovative ways of working and steady improvement across all services in recent years to deliver improved outcomes for the people of Perth and Kinross we still face a range of social, economic, and environmental challenges. The impact of the pandemic has widened the inequalities gap and negatively affected our local economy, and we have significant responsibilities in relation to tackling the international climate change emergency.

We have clear plans, targets and outcomes in place to address these key challenges, however we recognise that we cannot do this alone and with traditional ways of working. The increasing demand for services, rising costs and the changing needs of our population means it's impossible to continue delivering the same support and ways of working as we have done in the past. The pace and scale of the challenges we face mean we must rethink how we work with and within our communities. We know that communities are good at identifying their needs and designing solutions. We also know that when staff are empowered to do what needs to be done and given the freedom to "think yes" and be solution-focussed, we see improved outcomes for people and communities.

The Offer will change our culture, it will underpin our ways of working and how we achieve our outcomes. It will recognise and enhance the knowledge, skills and experiences of our communities, businesses, partners and employees and capture their passion and commitment to improve the lives of everyone who lives in our area.

I am delighted therefore to present our Perth & Kinross Offer Framework which sets out how the Perth & Kinross Offer will initiate culture change and ignite a new relationship with our communities to deliver better outcomes for everyone.

Connected resources where joined-up approaches maximise what can be achieved through bringing together all of our combined resources

A one-Council approach implemented by multidisciplinary teams involving strong partnerships

The Perth & Kinross Offer

A whole community approach with support and services centred around needs

Communities and staff are empowered to innovate and provide solutions that offer greater sustainability and ownership

Building our Perth & Kinross Offer

Our Offer to everyone in Perth and Kinross

The Perth & Kinross Offer places people at the heart of everything we do and recognises that everyone has something to offer in our area. It builds upon existing success of working with and for our communities and sets out our commitment to balance the relationship between people who design and deliver services and those who ultimately use them. The Offer acknowledges that communities have many strengths and assets and are good at identifying their needs and designing solutions. It also recognises that when staff are empowered to do what needs to be done and given the freedom to "think yes" and be solution-focussed, we see improved outcomes for people and communities.

The approach, set out within this Framework, has been developed through extensive consultation and engagement with our communities, individual citizens, partners and businesses - our people. A full summary of the feedback is available [here](#).

The Framework sets out how we intend to deliver and embed the Perth & Kinross Offer. It explains how it supports the delivery of our strategic objectives, the work that will support our approach and the programme of cultural change that will transform how we work with colleagues, communities and our partners.

Our approach to developing and embedding the Offer must be flexible and like other organisations who have embarked on similar journeys, we must recognise that cultural change at scale will not be achieved overnight. We intend to be a risk-positive learning organisation. We recognise that as we embark on this journey, we may not always get things right but by showing a willingness to use our collective knowledge and experience we will learn and develop.

We have already gathered many good examples of the Offer in Action where the principles and ethos of the Offer are working in practice and achieving positive outcomes. This is demonstrated in many different areas not only where we are working in partnership to support and advise our communities but also where groups of people are coming together to meet the needs of their own communities, independently. We have used some of these examples as case studies throughout this Framework - when you see this symbol below, to highlight how we are already working with and within our communities.

In addition, you can visit our Offer webpage to read even more. We have also developed a video that gives more information and insight into the Offer in Action.

We want to build on this solid foundation so that working in this way becomes second nature and "the way we do things around here". Throughout the pandemic people in our area demonstrated tremendous generosity and resilience in helping each other and in working with us. Now more than ever, as we emerge from the pandemic and seek to tackle its impacts, we intend to grow this community spirit through the Offer.

We also know that one size does not fit all, and communities have different challenges, demography and priorities which need diverse approaches and solutions. What works in one community may differ to what works in another. We will take time to listen and understand what matters within our neighbourhoods, local areas, towns, and villages. Key to this will be establishing locality multidisciplinary teams who will work with and within each community to better understand their needs and develop local solutions.

The Framework also outlines how we will embed the aims, principles, and ethos of the Offer into our everyday working practices, adapting our approach as we go and learning from experience. Most importantly, we will listen to and action where we can the feedback, suggestions, and ideas we receive.

We believe everyone has something to offer and we can all play our part, however small, in making Perth and Kinross a fairer place for all. By working together in partnership, we will continue to create a place where people have real opportunities to be healthy, confident and live life well.

The Perth & Kinross Offer Framework

We want the Framework approach to be simple and easy to understand for all. We have designed it around 4 key areas; the why, the how, the what, the who.

The Framework explains the underpinning messages and approach of the Offer, sets out how we will deliver the Offer, explains the workstreams that underpin delivery of the Offer and who needs to be involved to help us embed the messages, principles and ethos of the Offer.

Building our Offer
The Why

- The Offer aim and outcomes
- Principles and values
- The strategic and national context
- Why we need the Offer
- The benefits of this way of working

Building our culture
The How

- Cultural Change
- Developing the Offer
- Organisational Development Plan
- Marketing and communications
- Engagement activity

Offer workstreams
The What

- Enablers - delivering the Offer, working smarter
- Equalities, Empowerment and Fairness
- Economy
- Education and Learning
- Environment

People contributions
The Who

- People and our communities
- Elected Members
- Our employees
- Local businesses
- Community Planning Partners

Our specific roles and responsibilities

(everyone has something to offer)

We want everyone to get involved in delivering the Offer and believe that there are many ways in which we can do this. Whether this is in our organisation, neighbourhoods, communities or businesses, we all have something to offer. We have also outlined some specific approaches and actions that individuals and groups can take to help achieve the Offer.

Everyone

- Get involved in your community.

- Be a good neighbour, take a pride in your local area and respect your surroundings.

- Help everyone to be included.

- Have your say and let us know if we get it right.

- Help children and young people to be the best they can be.

- Buy local and support local businesses.

- Recycle, be active by walking and cycling and reduce the amount you use a vehicle.

- Get help if you need it and give a little when you can.

- Get involved in the People's Panel.

Elected Members

- Represent the views and voices of local people.

- Facilitate and negotiate solutions to community problems that empower communities.

- Influence government policies to make sure they are based on effective engagement with communities.

- Support, encourage and work alongside local people to help people to be actively engaged in decision-making and the achievement of local outcomes.

- Work collaboratively with other leaders to help establish a shared vision for the future and how best to work towards it.

Perth & Kinross Council Employees

- Be solution-focussed, inclusive and "think yes".

- Listen, be honest, kind and respectful.

- Design our ways of working to meet people's needs - have a risk-positive approach.

- Take a flexible and agile approach to help local communities help each other.

- Work in partnership with colleagues and other services to achieve better outcomes for people.

- Develop simpler processes which offer value for money.

- Work with all our partners to do all we can to reduce the impacts of poverty.

Businesses

- Adopt inclusive working policies to address inequalities.

- Pay the Scottish Living Wage.

- Adopt flexible working practices which enable parents to take up employment.

- Upskill employees with training and development.

- Go digital where possible.

- Offer apprenticeships and traineeships.

- Give back to the local community.

- Recycle more, recycle right.

- Pay business rates on time.

- Think local when recruiting.

- Create a healthy workplace.

Community Planning Partners

- Ensure communities are involved in setting the strategic priorities of the Community Planning Partnership through the Local Outcomes Improvement Plan.

- Work together and with our local communities to design and deliver services, supporting the development of locality plans and joint working.

- Work in partnership and focus collective efforts and resources where they can add most value to local communities and across Perth and Kinross as a whole area.

- Ensure a clear focus on reducing inequalities within local communities.

- Act to secure the participation of communities throughout all areas of work.
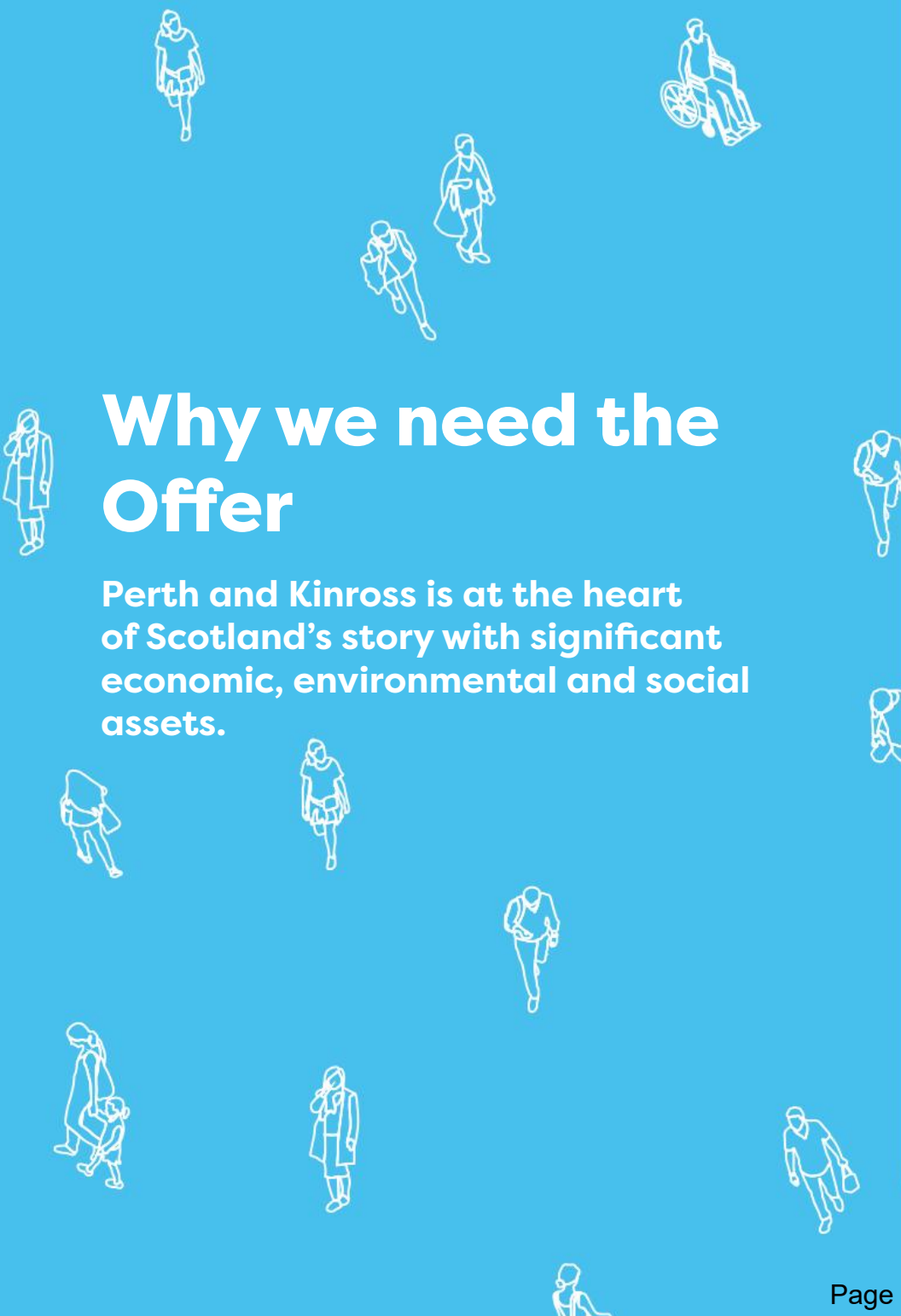
Why we need the Offer

Perth and Kinross is at the heart of Scotland's story with significant economic, environmental and social assets.

Perth and Kinross is at the heart of Scotland's story with significant economic, environmental and social assets. We have an urban and rural population of 152,000 people of whom approximately 50% live in and around Perth. The projected population in 10 years' time is not predicted to increase greatly but we will see more people living in the Perth area and an increase in the number of older people overall.

Despite many innovative ways of working and steady improvement across all Council services in recent years we continue to face major social, economic and environmental challenges.

Our economy is broad-based and diverse but with an over-dependence on lower-paid and lower-skilled jobs in sectors such as tourism, agriculture and hospitality, meaning that our weekly wage levels are 9% below the Scottish average. Significant issues in relation to poverty, particularly in-work poverty, across the area have been identified and due to our geography and demography, a growing issue of social isolation in rural areas has highlighted a vital need for better transport and digital connectivity. The local economy has been impacted severely by several factors, not least the COVID-19 pandemic and it is acknowledged that innovation and ambition, along with significant investment will be needed to regenerate the area.

We have a wide range of strategic plans in place to address these key challenges, however we recognise that we cannot do this alone and with traditional ways of working.

Ten years ago, the Christie Commission outlined the need for local government change, putting people at the heart of public services. Whilst since then, some progress has been achieved, the findings and recommendations still hold relevance today and the Scottish

Government continue to invest in and advocate for increased community empowerment. Perth and Kinross has many examples of transforming services in this way but we still need to do more to fully deliver this change. The Offer will support the Christie vision of:

People - reforms must aim to empower individuals and communities by involving them in the design and delivery of services.

Partnership - public service providers must work more closely in partnership, integrating service provision to improve their outcomes.

Prevention - expenditure must be prioritised on public services which prevent negative outcomes.

Performance - the public service system (public, third and private services) must reduce duplication and share services to become more efficient.

Although we have made significant progress towards these four priorities, further improvements are required in how we deliver our services as a result of competing demands.

- The Community Empowerment (Scotland) Act 2015 sets out our community planning duties. We need to further develop and expand our relationship with Community Planning Partners with a focus on where our collective efforts and resources can add the most value.

- We need to create a better working relationship with our communities to enable them to influence and participate in service delivery by moving away from the provider/customer relationship to one that empowers and enables our combined resources to be targeted to achieve better outcomes and greater sustainability.

- There is a greater emphasis on communities getting involved in the design of the place where they live. Building Scotland's 20 Minute Neighbourhoods means we need to rethink how neighbourhoods can meet peoples' daily needs within a 20 minute walk.

- The increasing demand for many services, rising costs and the changing need of our population means it's impossible to continue delivering the same support and ways of working as we have done in the past. The pace and scale of the challenges we face means we must rethink how we work with and within our communities.

- The Accounts Commission Best Value Assurance Report in 2019 commended the Council for the step change presented by the Perth & Kinross Offer in setting out how the Council will

improve in partnership with citizens and communities making the following recommendations:

> "The Community Planning Partnership needs to take a more active role in leading partnership working and strategic change."

> "The Council could do more to involve communities earlier in strategic planning discussions and demonstrate the outcomes of engagement."

> "The Council is aware that it needs to do more to embed community empowerment in the way that the Council and its communities work together."

- We need to do more to prioritise preventative measures to reduce demand and lessen inequalities which have been further impacted by the COVID-19 pandemic.

Our aim and outcomes

To support our shared vision, we wanted to capture an aim for the Offer that reflects our ambitions to work collectively with people, communities and businesses; to embrace the Perth & Kinross Offer and move forward with all of our partners to achieve this.

The aim was developed through engagement and consultation activities with all of these groups and reflects what is ultimately important to us all:

"Working together so everyone in Perth and Kinross can live life well."

Further to our aim, our Offer sets out clear and simple commitments for everyone.

Our Offer

- Listen, be honest, kind and respectful.

- Design our ways of working around you and your community.

- Make Perth and Kinross the best place to grow up.

- Support the growth of local businesses.

- Help local communities to help each other.

- Develop simpler processes to offer value for money.

- Become a local leader in tackling climate change.

- Work with partners to do all we can to tackle the impacts of poverty.

Your Offer

- Get involved in your community.

- Be a good neighbour, take pride in your local area and respect your surroundings.

- Have your say and let us know if we get it right.

- Help children and young people to be the best they can be.

- Buy local and support local businesses.

- Recycle, be active by walking and cycling and reduce the amount you use a vehicle.

- Get help if you need it - and give a little when you can.

By 2027, through developing the Perth & Kinross Offer and the Offer in Action, we want to achieve (see, hear and experience) positive outcomes within our organisation, throughout all of our communities, and working together with our partners. Our Offer Road Map (Appendix 2) sets out clear actions which will set us on a path to achieve the following outcomes within five years.

- Locality Multidisciplinary Teams (People and Place approach fully-established and embedded) working with our Community Planning Partners, local business and communities pulling together all our expertise, skills, and resources to enable greater outcomes by co-creating and co-delivering solutions.

- A culture where staff and communities have shared sense of ownership and pride and are empowered to make decisions.

- Communities who are fully engaged in the Offer and enabled and empowered to identify, design, and deliver their own solutions. (A better understanding of the needs of local communities as well as an improved understanding of what public bodies can offer).

- A shared sense of purpose where we are all working towards achieving the same aims and developing community ownership.

- Flexibility in how we provide our services which is centred around the people receiving them and resources that enable greater effectiveness in the achievement of outcomes.

Further to the outcomes within the road map, there are a number of other ways in which we hope to see the benefits of the Offer being realised in future.

Be a good neighbour, take pride in where you live

Casey Bell, Gold Litter Picker (community activity)

Offer in Action

5-year-old Casey Bell has been picking up other people's litter while out on family walks since she was three. She started to do it herself, and now her family joins in, often extending their walks to make areas around where they live cleaner and tidier.

Outcome

When Casey's mum let the Council know what her daughter was doing, we embraced the opportunity to celebrate this special little girl, naming her a Gold Litter Picker and presenting her with very own litter picker and a visit to the local recycling centre to find out what happens next with the litter she collects.

Casey is a shining example of how everyone, no matter what age, has something to offer to help make Perth and Kinross an even better place to live.

In our organisation:

- our staff are empowered to do what needs to be done to improve people's lives - thinking "yes" and being focussed on solutions;

- we demonstrate a risk-positive, enabling style of leadership and a culture of innovation where all staff are encouraged to "think yes" and make decisions for themselves;

- we are comfortable challenging existing models of service delivery through redesign to be more sustainable;

- there is increased flexibility in how we provide our services centred around and influenced by the people receiving them;

- we have a greater sense of pace and impact in the delivery of our priorities and outcomes, building and expanding on good practice already being achieved.

In our communities:

- people are at the heart of everything that we do, and we have a shared sense of purpose in meeting our Offer aim;

- a greater sense of ownership and pride will be fostered in the area that people work and live leading to greater satisfaction with quality of life and increased wellbeing;

- greater empowerment within community groups and for individuals leads to new and creative ideas in partnership and collaboration where we build sustainable solutions for the future;

- improved relationships, partnership and collaboration are apparent between people, communities, the Council and our partners;

- there is a better understanding of the needs of local communities to develop solutions which concentrate on people and place;

- working with us is made easier for people in our communities by having key contacts and less bureaucracy;

- there is a reduction in inequalities and the gap in wellbeing outcomes for people and the places they live.

With our partners:

- we work more effectively with our Community Planning Partners and business communities by pulling together expertise, skills and resources enabling the achievement of positive outcomes for Perth and Kinross;

- there is closer partnerships and shared ways of working between agencies with a collective focus on improving the outcomes for people and communities;

- we have experienced a greater shift in focus to prevention with resources being directed to where communities need them most.

Links to the Strategic Planning Objectives

We share the vision of the Community Planning Partnership Plan for our area:

"Creating a confident, ambitious and fairer Perth and Kinross for all who live and work here"

Our Corporate Plan translates our vision into an agenda to deliver positive outcomes for our citizens and communities. We have five strategic objectives which support the delivery of our vision:

- Giving every child the best start in life.

- Developing educated, responsible and informed citizens.

- Promoting a prosperous, inclusive and sustainable economy.

- Supporting people to lead independent, healthy and active lives.

- Creating a safe and sustainable place for future generations.

The Corporate Plan forms part of a strategic framework that connects the vision to the detailed plans that guide the delivery of our services. The Framework ensures that all Council plans and strategies are driven by and focused on the delivery of a single shared vision for the area and our services, connecting everything we do by a "golden thread" to individual Services' Business Management and Improvement Plans, through to day-to-day service delivery by our people.

The Offer underpins these objectives and will add pace and impact to the delivery of their outcomes by building on existing success and embedding the approach of working with our communities and empowering them to work with our frontline staff to reshape and redesign the way we deliver services.

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To support the delivery of our corporate objectives, 5 themes have been identified and established as our key Offer priorities:

- Equalities, Empowerment and Fairness (diversity, perceptions, commitment, rurality, communities and partnerships).

- Enabling - Working Smarter (resources, culture, reporting arrangements).

- Economy (investment, employment, location, people).

- Education and Learning (attainment, investment, collaboration, strengthening families).

- Environment (green spaces, climate change).

We describe these priorities as the 5 "Es". The enabler and equalities workstreams will weave through all of the other areas as they support the delivery of our corporate priorities through adopting and embedding the principles and values of the Offer.

We will develop and refine our approach by working with our partners, businesses, communities and people of Perth and Kinross.

Our priorities will focus on outcomes which have the wellbeing of our people, place, economy and communities at their core with Equalities, Empowerment and Fairness being at the heart of our approach.

The Perth & Kinross Offer principles

Our key principles will guide us as we deliver the Offer, setting some clear parameters about how we will work with our partners, communities and people to meet our corporate objectives and aim, "Working together so everyone in Perth and Kinross can live life well".

The principles have been developed to set the expectations of how we will work in partnership with all our communities, enabling greater trust and confidence and providing clear expectations and direction for our workforce.

Bold Vision

Together our new vision and the Offer will be designed with people, communities, and partners to create a sense of purpose and a shared direction of travel.

We will be ambitious and agile in our approach and thinking to develop the Offer and deliver a bold vision for everyone to live life well.

Enabling/"Think Yes"

Together we will foster a culture of trust where communities influence change and flourish to achieve their full potential.

We will enable a culture of possibility, opportunity and capability by listening to what matters and embracing everyone in our community as having something to offer. We will address inequalities and focus on specific areas of need.

Kindness

Together we will treat everyone fairly with kindness, compassion, respect, and dignity. Our new ways of thinking and doing will include everyone.

We will nurture a "think yes" culture, act upon our values, and reflect upon our learning and progress to enable continual development.

Partnership/ Collaboration

Together we will work with all of our partners to shape services around people and communities.

We will develop joined-up solutions and integrated approaches, connecting all forms of resources together in new and productive ways.

Our corporate values

Our organisational values, which support and underpin the Perth & Kinross Offer principles, have been agreed as:

Ambition

Compassion

Integrity

We have developed our values through extensive consultation with our workforce and wanted to move from having different sets of values between internal services to overall corporate values which relate to all. We developed the feedback, suggestions and ideas from our colleagues and considered our existing value base to agree an approach which aligns with the principles and ethos of the Offer.

Our values are an expression of the way we do things; they are drivers of our behaviours as an organisation and as individuals and they influence the way we work with each other as well as the people and communities we serve. To allow us to embed these across our wide range of services, we are working with a key group of staff from all areas, our Culture Leads, to give clear definitions to each value and underpin these with behaviours we all expect when we are living our values in service delivery.

Building our culture

We are an organisation of people delivering services for, with and to people. Staff are our most important asset. It is important that we invest in them to deliver the transformation, improvement and change we need to ensure the success of the Offer.

Relationships are at the core of our culture, the relationships with each other, with our communities. We want our staff to work with and within our communities and feel empowered to do the right thing, have freedom to "think yes" and focus on solutions for the people they are serving.

This means building upon our existing good practice and continuing to develop our organisation as one where innovation is encouraged, staff are trusted to make the right decisions and everyone's contribution is valued. Organisational culture is about the behaviour and values that we all bring and contribute to our environment, who we are, how we behave and how this brings our organisation to life. It is based upon the shared values, attitudes, beliefs and rules that have been developed over time, by all of us.

In response to the pandemic, it was widely acknowledged that we saw a positive shift in our organisational culture, towards one where people were already thinking positively, being more solution-focused, accepting greater responsibility and working outside of normal "comfort zones". In continuing to do this, we will build on our strengths and develop better relationships by listening, learning and working together with our partners and service users, adopting a more informal style.

To enable the delivery of the Perth & Kinross Offer we have committed to a different way of working with colleagues internally and with our communities, businesses, and people. We are developing a cultural change programme which will outline our approach and actions in 3 specific ways:

1   **Developing our Offer – organisational development**

2   **Communications and marketing**

3   **Engagement activity – internal and external**

1 Developing our Offer – organisational development

Our Organisational Development Plan which was developed to support our cultural change programme is already underway but there is still a lot to be done. When staff are empowered to do what needs to be done, enabled to work in a more integrated way and given the freedom to "think yes" and be solution-focussed we see improved outcomes for people and communities.

Working internally with staff to embed our organisational values and develop behaviours and competencies will help us on our cultural change journey. Key to the success of the Offer are relationships, our engagement, collaboration and joint working with our communities, businesses and people. In response to the pandemic, it was widely acknowledged that we saw a positive shift in our organisational culture towards a culture that will be key to the successful delivery of the Offer. Many staff worked outwith their job roles, with minimum supervision and demonstrated a range of skills.

We will also need our leaders at all levels across the organisation to adopt a flexible leadership style that supports, mentors and coaches teams, unblocking issues and enabling them to feel empowered to deliver on community needs, priorities and outcomes. They will be expected to provide supportive challenge and work closely with Community Planning Partners to enable teams to develop new and innovative ways of working.

Our focus

- Having a "think yes/can do" approach with the ability to problem-solve jointly with our communities.

- People and community-focussed and having a clear understanding of the needs of people.

- Listening and seeking to understand the needs of people we are working with.

- Demonstrating the values and behaviours everyday - ambition, integrity, and compassion.

- The ability to work with colleagues to design and deliver services through the eyes of people and communities.

- A risk-positive approach and empowerment to put this into practice.

- An appetite for improvement, change and doing things differently.

How will we do this?

We will:

- develop a virtual/physical Employee Offer "experience" which outlines all aspects of the offer, sets clear direction, and focuses on the impact of our own values and behaviours;

- continue our work with organisational Culture Leads building upon our internal values of Ambition, Compassion, and Integrity to define the expectations for all of our workforce in relation to behaviours;

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- enable managers to facilitate Unwritten Ground Rules sessions for teams - this is used to action plan for the culture we all want to see, hear and experience;

- develop our Leadership Programme with Leadership Masterclasses, opportunities for learning and reviewing the Development Discussion process;

- ensure our staff have opportunities for wellbeing support and established ways of giving feedback on what matters to them.

How will we know how well we are doing?

We will continue to monitor our progress, listen to feedback, and stay focussed on what we hear through; feedback from our communities, Staff Surveys & Temperature checks; Staff Engagement - focus groups and sounding boards; Cultural Leads Group and gathering feedback from cultural change programmes.

The Offer In Action

Embrace opportunities and empower staff to "think yes"

Health and Wellbeing Café

Aim

Creating an informal way to provide support, advice, and connections to services for people with care needs and their family, friends and carers.

Offer in action

The café developed organically to take advantage of an offer from a Perth city centre café to offer social care staff use of the building one afternoon a week. The staff team embraced the chance, and said let's do it, starting what became the weekly Health and Wellbeing Café.

Outcome

A mix of regular visitors and drop-ins has created a friendly welcoming atmosphere. Services can share what they're doing with café visitors and offer help either directly or by signposting. The café has developed such a community following that they returned as soon as possible after pandemic restrictions eased, ensuring staff and volunteers were all fully trained to make it as safe an experience as possible.

Watch this short video to find out more

2 Communications and marketing

Our approach to communications and marketing will ensure that we make the Offer a reality for staff and communities. It will enable the Offer to come to life by supporting behaviour change, providing clarity and enabling understanding, encouraging ownership and buy in and providing reach and impact. We will report on progress, celebrate our successes, and emphasise how the Offer themes are carried through the work we do by identifying, sharing, and telling stories of real people making a difference.

We will embed the messages and themes of the Offer throughout all the communications work we do. The aim is to support the delivery of the Offer by focussing on what we want people to.

See (raising awareness and having a clear brand so that we clearly see the Offer messages everywhere)

Think (create shared understanding which encourages us to think about how we contribute to the Offer)

Do (giving examples and stories of the Offer in action so everyone is clear about what they can to do get involved)

Our focus

- Working closely on internal and external communications and marketing to ensure consistency and to take advantage of the interconnectedness of our audiences. For example, staff are also residents, Elected Members are also business people, business people are also parents etc.

- Providing opportunities and stories for staff to understand what the Offer means for their area of the business, and to shape its development and take ownership of delivery within their sphere of influence.

- Supporting external engagement with our partners, communities, businesses, and people.

- Changing the conversation around the services we provide and the way we interact with our communities, by influencing the language we use and the stories we tell.

- Ensuring we work in areas where we can add the most value and allow people the space to tell their own stories in the way which is most comfortable for them.

How will we do this?

We will:

- deliver an integrated communications, marketing and engagement strategy which is flexible and aligned with the key principles and themes of the Offer, and details all of the campaigns and programmes being planned to support the Offer;

- raise awareness of the Perth & Kinross Offer internally and externally by implementing and ensuring consistent use of the Offer branding in a way which is visible and impactful;

- ensure the message of the Offer are at the heart of all of our communications and marketing channels by making the connection to the themes clear in all related content;

- develop a Perth & Kinross Offer toolkit for staff on how to consistently talk about the Offer, and how to share success stories;

- tell and share stories. People relate to people, so we will ensure that experiences of staff and community members are at the heart of our content;

- develop our channel strategy for the Offer, with a clear purpose and audience for each channel (website, social media, newsletters, local media etc), focussing on those which will have the most impact and help to reach the seldom heard.

How will we know how well we are doing?

Feedback from participants in engagement sessions, sentiment of online conversations and responses to stories shared will all be regularly monitored to track levels of awareness, attitudes to the Offer and examples of behaviour change through stories of the Offer in action.

The Offer In Action

everyone The P&K Offer has something to offer

Empower staff to think yes and work to reduce the impacts of poverty

Housing "think yes" fund

Aim

Empower staff working directly with vulnerable tenants to identify and fund direct solutions to issues which may have otherwise led to a breakdown in tenancies.

Offer in action

The "think yes" fund allocated a pot of money in each housing locality. Staff were given the freedom and flexibility to use the fund to assist tenants in a variety of situations, which would help them meet their tenancy obligations. This included providing white goods, floor coverings or funds toward essential household items to allow them to remain safely in the property. For some tenants it could mean a travel pass to allow them to attend important appointments, assistance with moving costs, or help to top up gas or electricity meters, or a contribution towards the initial rent due to fill a gap while longer-term sources of money were put in place.

Outcome

Fifty-four tenants were helped who might otherwise have defaulted on their rent or given up their tenancy for other reasons. The "think yes" approach gave staff the ability to address issues the identified directly, often allowing them to help tenants who were otherwise too embarrassed to ask for help.

3 Engagement activity

Key to the success of the Offer will be our engagement, collaboration and joint working with our communities, businesses, and people. By giving opportunities for people to engage, get involved and volunteer, we can listen to our local communities and better understand what matters to the people living here. We know people living in our communities have a wealth of knowledge and a breadth of skills and by building greater relationships and empowering people and groups to innovate and provide their own solutions that we will achieve better outcomes.

We will all have a responsibility to engage with our communities, businesses, and visitors as we progress our Offer journey. Many of our colleagues are already doing this daily and by ensuring we listen, gather feedback and use this to positively influence the services we deliver.

Our focus

- Hear from seldom heard groups and people in communities so we can understand better what matters to them and work together to achieve desired outcomes.

- Choose the right method of engagement, for the right audience, at the right time.

- Offer a variety of opportunities that are accessible and inclusive so everyone can be involved if they choose.

- Work alongside our communities in areas where we can add the most value, listening to people and allowing them to give feedback in a way they choose.

- Build capacity with our staff to enable them to be more confident and experienced in how the interact with our communities.

- Build capacity in our communities enabling them to be more confident having the right support and resources to contribute and influence.

How will we do this?

We will:

- develop an engagement action plan where we outline the different opportunities for people to get involved in our work;

- work with communities to identify what support, skills and resources they need to get involved;

- promote opportunities to get involved through our communications so that people are aware of what is on offer;

- develop a toolkit for staff around engagement methods, tips for events and facilitation of groups;

- work jointly with our established community groups to hear views, suggestions and ideas;

- tell and share stories - internally and externally. People relate to people, so we will ensure that experiences of staff and community members are at the heart of our content.

How will we know how well we are doing?

We hope that people will tell us when we are engaging with them, but we will also offer the opportunity after engagement events to provide feedback through evaluations and surveys.

The 5 'E' workstreams

All of the 5 'E' workstreams will contribute to the success of the Offer, developing the approach both internally with our workforce and externally with communities and partners. Our Education, Environment and Economy workstreams are already contributing to our strategic objectives through existing plans and strategies such as our Economic Wellbeing Plan and Climate Change Plan. The role of these workstreams will be to ensure that their plans and strategies adopt the principles, values and ethos of the offer - ensuring staff in these areas are being empowered to "think yes", be risk-positive and innovative.

In addition to this the Enablers and Equalities workstreams will have discrete programmes of work dedicated to achieving the outcomes of the Offer and taking this approach forward. Initiatives within our cultural change programme such as the Employee Offer Experience will support our workforce to understand the aim of the Offer and embed the principles and values in everything they do. These areas of work will also weave through the other 'E' workstreams, advising, supporting and offering resources where needed to ensure we are achieving the outcomes of our Offer in Action.

The cornerstone to progress of the Offer in Action will be the Equalities, Empowerment and Fairness and the Enablers workstreams.

We want to avoid getting into normal business which is already detailed within other strategic documents and focus on the high-level links from the workstreams to the Offer. Each of the workstreams will demonstrate how they will take forward the ethos, principles and values of the Offer in how they deliver their day-to-day business with equalities running through the heart of how they work.

The Workstreams will demonstrate:

- an overarching statement of priorities, objectives, and outcomes;

- an explanation at how outcomes will be delivered through the ethos and approach of the Offer;

- how teams/service works with communities (place and interest);

- how leaders empower colleagues and partners to identify their needs and deliver on these outcomes;

- how leaders empower staff to "think yes", be innovative, "just do it" and the outcomes;

- the difference made by way of reach and impact;

- how the workstream Offer will be developed.

- Business and economic recovery
- Investment
- Employment
- Skills development

- Places
- Climate Change

- Attainment, investment, collaboration, Strengthening Families
- United Nations Convention of Rights of the Child (UNCRC)

- Build strong relationships with people and communities
- Tackling inequalities
- Contribute to the delivery of the Community Planning Partnership priorities
- Empower decision-making by local communities
- Multidisciplinary team-working

- Organisational Development
- Workforce Planning
- Training and Development
- Digital Strategy
- Customer processes
- Asset Management Strategy
- Budget setting/ monitoring

Environment

Economy and Entrepreneurship

Education and Learning

Equalities, Empowerment and Fairness

Enablers - Working Smarter

5 E's

Enablers – delivering the Offer

To support the delivery of the Offer, we need to change the way we work. It will involve challenging traditional assumptions about how we do things at work to embrace new and better ways of working. This will improve how people access our services, enhance employee experience and most importantly, achieve better outcomes for the people of Perth and Kinross.

The way we work constantly evolves as we make better use of digital technology, redesign workspace, communal areas, and public spaces, and work flexibly in terms of patterns of work, mobile working and working from home. The COVID-19 pandemic has resulted in radical changes at pace and scale in how we work - maintaining democratic decision-making throughout, redirecting resources to focus on protecting people, maintaining essential operational services, learning at home, supporting the health and wellbeing of our staff, expanding services, such as business grants and welfare payments, and setting up brand new services, such as Food Hubs and Community Vaccination Centres.

Through all of this, we have embraced digital opportunities, used our property estate and office accommodation differently, developed new skills and work practices and adapted our leadership and management practices. We have to embrace this opportunity to sustain the positive changes in how we work to match the ambitions of the Perth & Kinross Offer - workforce, digital and our property estate are the core resource functions which are strategic enablers for change.

More specifically, from feedback we have received, we need to consider new ways of working to address key areas that are often seen as barriers such as budget, assets and governance arrangements.

Connected Resources

To maximise the reach and impact of our collective resources, we will aim to operate in a more connected, integrated way, considering all of the resources at our disposal and utilising these in the best way possible to meet the needs of our communities. Through integrated locality working, we will support our staff to work in partnership with Community Planning Partners and communities. To enhance the effectiveness of more integrated ways of working and deliver maximum impact to ensure communities have resources where and when we need them, we will better align budgets and resources.

Budgets

Council budgets are often ring-fenced to address national initiatives and by working in together with our Community Planning Partners, local businesses and the third sector we can achieve more. There are however opportunities for greater synergies on how we all use our resources.

- We will continue to review our budget process, aligning budgets to meet agreed priorities shifting where possible to a connected resources model, with a greater emphasis on communities' needs and early intervention and prevention.

- By working with our partners and communities there is greater potential to access alternative funding solutions and to review gaps and areas of overlap where groups could work together to address similar outcomes and maximise opportunities for attracting sustainable funding.

- We will further promote participatory budgeting and seed funding to support social enterprises and community initiatives.

- We will enhance support to community groups to develop the skills and knowledge necessary for them to access a range of funding options.

- We will simplify our processes for funding applications.

Physical assets

We will also consider our physical assets, eg buildings, green spaces. By better understanding community needs and mapping these to the available assets, we can create greater opportunities to use these assets more effectively.

- Through the Investment Blueprint we will develop a rolling 30-year investment plan which will deliver a connected, resilient, and sustainable programme of digital, commercial, and inclusive projects that support the Perth & Kinross Offer.

- We will work with each other, partner organisations, communities and the third sector to identify and support opportunities for shared spaces to maximise the use of physical assets and enable individuals, communities, and businesses to share ideas, skills and connections.

- We will work with groups and communities and provide greater support to the delivery of Community Asset Transfers.

Digital Perth and Kinross

Our refreshed Digital Strategy 2022-2027, will underpin the Perth & Kinross Offer by:

- taking a "One Council" approach to digital and IT, that prioritises value/benefit for citizens, learners, business and staff over local/Service change;

- enabling a Modern Digital Workplace in which our secure, integrated infrastructure allows us to deliver joined-up modern services from anywhere that can be accessed any time;

- ensuring our new Corporate Customer Service Strategy delivers high-standard digitally inclusive services for all;

- growing citizen and staff confidence in using new technologies for connecting, collaborating and communicating.

Our approach is to:

- continue growing customer choice, by standardising and simplifying how and when anyone can engage with us;

- use software solutions to improve data-sharing and collaboration, reducing duplication, overlap and the use of paper;

- mature our use of data, intelligence and analytics to better inform decision-making and target services;

- drive joint digital programmes that cross Services, disciplines and organisational boundaries to assure the secure design and implementation of inclusive digital solutions.

How will we do this?

- By building strong strategic partnerships with Services, partner organisations and communities that promote collaboration on digital service design.

- Using Service design principles to ensure the customer is at the heart of digital service design and delivery.

- Embedding robust enterprise architecture approaches that develop our digital and IT infrastructure as a platform for citizen participation: something our citizens use themselves rather than something we use to do things for them.

- Listening to, and working with, communities to understand and reduce digital exclusion and inequality.

How will we know how well we are doing?

- Monitoring uptake of our online channels and comparing this with Customer Contact Centre contacts (failure demand).

- Further embedding our approach to Business Change and Benefits Realisation to make sure we have service baselines against which we can compare the impact of digital change.

- Monitoring service availability and IT operational performance.

- Analysing uptake and feedback from digital skills events.

Governance Arrangements

It is clear that we need to change the way we work and, our culture and the governance arrangements for reporting progress, need to be clear, supporting and enabling the delivery of our Offer outcomes and ethos.

We already have a number of established governance and reporting arrangements in place that help to meet our corporate outcomes, agreed service actions and objectives by holding us responsible for achievements and monitoring their delivery. Progress in delivering the Offer will be reported through a range of these established groups and once fully embedded we will report progress within all existing reporting frameworks and committee structures, including within service plans and our Annual Performance Report.

Our Offer Programme Board which take responsibility for oversight of progress on our outcomes and update reports on specific actions within the key milestones road map will be regularly submitted for monitoring and scrutiny purposes. The Board will be made up of members from our existing Executive Offer Team (EOT) and other appropriate Officers.

Further to this, there are wider plans to review all of our internal governance structures and along with increased locality working, we will enable the principles and ethos of the Offer to be further integrated into our decision-making processes.

Equalities, Empowerment and Fairness

Although Perth and Kinross may be considered by some as an affluent area, many people living in our communities experience the consequences of poverty and inequality. Significant issues in relation to poverty, particularly in-work poverty, across the area have been identified. One in every 5 children in Perth and Kinross lives in poverty (as defined by the Scottish Government). There are families who struggle to put food on the table.

We have a growing issue of social isolation in rural areas and many households face difficulties in accessing services, highlighting a vital need for better transport and digital connectivity.

The impact of the pandemic has widened the inequalities gap partly due to the loss of income from employment.

The aims

The Equalities, Empowerment and Fairness workstream was established to:

- add pace to the Offer and enhance relationships with communities to tackle inequality and provide better outcomes for individuals;

- consider new ways of working through establishing locality multidisciplinary teams to deliver an integrated, flexible model of service delivery designed around people and place with a focus on enabling supportive and inclusive communities.

What do we want to do?

- Build stronger relationships with our communities, creating a shared sense of purpose to deliver 'the Offer'.

- Find new ways to deliver services in a more joined-up and flexible way by establishing multidisciplinary locality teams with the ability to be more responsive to the needs within local communities, and to work together in partnership to address them.

- Empower more decision-making by local communities, with budgets and resources.

- Keep working to tackle discrimination and prejudice, promoting equal opportunities for all, creating a fairer Perth and Kinross.

- Fully understand the impact of COVID-19 on communities across Perth and Kinross, and what support is needed to recover.

- Work to deliver this in a step-by-step way making sure everyone understands and is engaged at each step.

- Gather information on what we hear from these localities and work together to develop solutions with a particular focus on learning from lived experiences.

Design our ways of working around you and your community

Making Where We Live Better Group

Aim

To work with residents with learning disabilities to identify what they needed to help them feel safe and included in their communities and to access and sustain tenancies.

Offer in action

Initially named 'Us and the Housing', from the very beginning the group has been about how ways of working in housing services and communities can be better designed to support people with learning disabilities. Focussing on the issues they have identified and the areas they want to work with the Council and other groups to improve.

Outcome

Over the 10 years since it was formed the award-winning group has focussed on tackling anti-social behaviour, improving information and communication, and getting involved with other Perth and Kinross community groups. In 2011 they commissioned, wrote and starred in a film about the verbal abuse and harassment some people with disabilities experience when out and about in their local areas. The video and education pack is still used to this day to raise awareness about the impact of harassment and the law.

Celebrate 10 years of Making Where We Live Better with our short video.

Work with partners to do all we can to reduce the impacts of poverty

Supporting Community Food Groups

Aim

To address issues of food insecurity and food poverty caused by lockdown, self-isolation and restrictions in place at the start of the pandemic on an area basis.

Offer in action

Community groups across Perth and Kinross mobilised quickly at the start of the pandemic to respond to local issues around access to food. As lockdown and social restrictions impacted on jobs, schooling and the regular means of support to address food insecurity and food poverty, people across Perth and Kinross got together to help their friends and neighbours.

Outcome

This groundswell of public action provided important practical support in the communities where it was most needed. Sadly, while the restrictions of the pandemic have eased, the need for these groups has continued. To support their development Councillors agreed funding in the 2021 budget to support their work. This allows them to continue to help the people who need it most and gives the groups a point of contact within Perth & Kinross Council to strengthen their networks to help signpost to other sources of help in the area.

Economy and Entrepreneurship

The Economic Wellbeing Plan was approved by Council in March 2021. A monitoring framework is now in place to support its delivery and allow the members of the Economic Wellbeing Task Force to assess effectiveness and the need for change to our strategic direction. This will enable us to meet the needs of people, businesses and places. The Task Force is mindful that the longer-term economic impact of COVID-19, and indeed the UK exit from the European Union, may take some time to understand and respond to and therefore the Plan must remain flexible. This workstream is integral to the Offer as it is the principal means through which the Council will respond to the needs of residents seeking to enhance their employability skills or secure work. It's also an important driver of Community Wealth Building by encouraging retention locally of as much expenditure as possible.

The aims

- Embedding a spirit of entrepreneurship across our communities.

- Seeking out new approaches to Community Wealth Building wherever possible.

- Identifying and supporting clean growth opportunities.

- Focussing on harnessing our area's immense natural capital.

- Enabling more digital businesses across all sectors.

- Upskilling individuals to participate more fully in the automated, digital economy.

- Re-imagining places as vibrant 20 minute neighbourhoods.

What do we want to do?

- Ensure everyone has equal access to higher-skilled, better-paid work.

- Encourage and support more people to live and work locally.

- Encourage talented people to make Perth and Kinross their home.

- Work with our communities and the businesses that are part of them, to identify bold and ambitious projects and programmes.

everyone The P&K Offer
has something to offer

The Offer In Action

Creating opportunities for young people

Routes into construction

Aim

Giving young people opportunities to explore a potential career path and build the future workforce needed to support Scotland's infrastructure ambitions.

Offer in action

Local businesses, Developing Young Workforce Perth and Kinross and Council services have worked together to provide care-experienced young people the opportunity to learn about what working in construction is like. They hear from real people working in the industry, get on-site experience and gain a valuable health and safety qualification.

Outcome

Around 20 young people have worked through the programme, a few of whom have gone on to obtain full-time employment in the sector, but all have had their eyes opened to careers they might not have previously been aware of as an option.

Education and Learning

Our focus is to ensure that children, young people, and their families receive appropriate experiences and support to best meet their wellbeing and learning needs and achieve positive outcomes. A key focus for our work is early intervention and prevention, raising attainment for all, closing equality gaps, delivering equity and enabling inclusion in all of our services. We remain committed to GIRFEC and ensuring that children and young people are safe, healthy, achieving, nurtured, active, respected, responsible and included and that they and their families receive the help they need, when they need it. Similarly, we remain committed to community justice and building successful support for people who have committed a crime, and their families, to help break the cycle of reoffending. We will continue to ensure that our services are responsive to the needs of people and communities. In line with the Perth and Kinross Offer, we will ensure that the views of the children and people who use our services are at the heart of our work, and we will focus on personal and collective wellbeing so that everyone can make a positive contribution to our communities.

We will involve children, young people and adults who receive our services to evaluate how well we are doing; as well as when we design new services or when we make changes. Examples already underway include:

- Extensive, large-scale consultation in the design and delivery of Early Learning and Childcare.
- Specific participation and involvement of Young Carers in the creation of a Young Carers Strategy.

- Involving young people in commissioning universal youth work providers.
- Involving people in the justice system to design a new service for men called EVOLVE.

Over the next two years we will:

- ensure that children and families whose needs are greatest are prioritised by further strengthening our GIRFEC approach, embed UNCRC and building capacity in universal services;
- raise attainment & achievement for all and closing the attainment gap: deliver the Raising Attainment Strategy 2020-23;
- support high-quality child development by continuing expansion of Early Learning and Childcare and 1140 hours;
- use the learning from REACH to develop a transformation programme to deliver on the Promise for whole family support;
- improve inclusive practices across all schools and services;
- improve the mental health of children, young people, and families by implementing a Mental Health Strategy and make plans to draw down recurring funding;
- support the local economy by developing our young workforce and supporting the Young Person's Guarantee;
- contribute to a new Community Justice Outcome Improvement Plan for 2021-24 and further develop the service for men in the justice system;
- build on experiences through 2020 and 2021 to develop a digital strategy for learning;
- ensure our services, facilities, staff and learners address sustainability and climate change.

The Offer In Action

Creating opportunities for young people

REACH

Aim

To allow young people at risk of going into care to remain in their communities and achieve their potential.

Offer in action

Each young person is supported by a range of professionals working together, directly or indirectly, based on their individual needs. In keeping with the belief that the young person should be at the centre of all decisions, they are helped to express their own views about what they need and how to best support this. Independent advocates are offered as a way of helping young people to have their voices heard.

Outcome

REACH has helped to reduce by two-thirds the number of young people in Perth and Kinross who move into group care settings rather than remaining in their community. By working to support each young person who the service engages with to be resilient, engaged, achieving, confident and healthy, REACH helps to individuals to achieve their potential and prove to themselves that they have something to offer to their community.

The Offer In Action

Creating opportunities for young people

Perthshire Youth Work Partnership

Aim

To refresh the commissioning arrangements for universal youth work across Perth and Kinross to deliver an enhanced and effective youth work, engaging young people in communities, inspiring and supporting them to realise their potential.

Offer in action

Recognising that the grant application cycle was putting youth groups across Perth and Kinross at risk, the Council teamed up with Gannochy Trust to form a new partnership to provide a more stable source of funding and at a higher level than previously available. This allows the youth work providers to focus on working with local young people across Perth and Kinross with an organisation contracted to work in each of five partnership areas. Young people were involved in the commissioning process working alongside Council Officers to make decisions about contract specifications and awards.

Outcome

Annual reports on the partnership show that youth work groups who are funded by the partnership have been able to deliver to increasing numbers of young people and at the same time grow stronger learning from each other and sharing training, skills, experience and resources. This placed them in a good position when the pandemic hit, so that jointly and separately the partners were able to safely support young people, their families and wider communities during this time. Independent evaluation has been very positive.

Read the Perthshire Youth Work Partnership annual reports

Environment

Climate Change is one of the biggest risks facing our planet and the Intergovernmental Panel on Climate Change has warned that we only have a limited period to take decisive and serious action to avert this crisis and avoid the worst impacts. Delivering on the challenging targets for Perth and Kinross to reach Net Zero on or before 2045, cannot be delivered by the Council alone. Only 3% of the total emissions within the area are through direct emissions from Council activities. We can however influence a range of other emissions and in the spirit of the Perth & Kinross Offer work needs to be undertaken with our communities and businesses to facilitate the transformational change required to become Net Zero.

The aims

- Achieving Net Zero aligned with the Paris Agreement and the Scottish Government Targets, with the ambition of achieving them sooner.

- Building a more resilient Perth and Kinross.

- Delivering a just transition and a green recovery to COVID-19.

- Preventing an ecological emergency and enhancing biodiversity.

- Engaging and empowering children and young people to take action on climate change.

- Empowering our communities and businesses to take climate action in line with the Perth & Kinross Offer.

What do we want to do?

- Work in partnership with our residents, businesses and community partners and support them to make transformational change.

- Act as an enabler to community-based climate action.

- Develop, where needed, partnership agreements to provide accountability.

- Consider the recommendations and guidance of the Perth and Kinross Climate Change Commission in future plans and action.

- Provide and signpost our communities to trusted sources of advice and funding.

The Offer In Action

everyone *The P&K Offer* has something to offer

Help children to be the best they can be and get involved in your community

Alyth Young Placechangers

Aim

Help young people in Alyth to see how they can contribute to the local area and identify where the town can better reflect the needs of younger residents.

Offer in action

Young people working with Alyth Youth Partnership (AYP) also volunteer to support Alyth in Bloom, and creating and recording the script for a listening post to be added to the Burnside redevelopment to tell visitors about Alyth's past and present. AYP members are also working with the Bloom Group and the local Community Council to deliver a young placechangers programme, starting with building and installing sheltered benches in Alyth Square for a safe place for young people, and other local residents, to hang out together and be visible.

Outcome

Young people are involved and contributing to community projects within Alyth and can help shape spaces in their town which will be welcoming for them and other residents.

The Offer In Action

everyone *The P&K Offer* has something to offer

Help communities to help each other and empower staff to "think yes"

Visitor Rangers

Aim

Support responsible tourism as staycations soared during the pandemic. Welcoming people to Perth and Kinross safely, and with consideration for local residents and the environment.

Offer in action

A team of Visitor Rangers covering the tourism hotspot areas, together with a public communication campaign and online resources, worked together to provide clear information ahead of and during the tourist season to support a safe and welcoming experience in Perth and Kinross. The Rangers worked closely with existing Greenspace Rangers, Community Wardens, and a number of community partners to ensure education and enforcement messages were consistent and any issues resolved quickly and efficiently.

Outcome

All our Rangers and staff involved have gone above and beyond in their work, and feedback has been very positive. Communities have reported that the presence of our Rangers made a welcome difference by helping educate visitors, as well as helping to make local residents feel safe.

Appendix 1

Front-facing external communications

In Perth and Kinross, we believe that everyone has something to offer.

By all playing our part, and through kindness and compassion, we can make Perth and Kinross an even better place to live. That could be as simple as helping with a neighbour's gardening or shopping; having a chat; socialising and shopping locally; recycling more; getting involved with community groups or volunteering at your local sports club. All these little things matter, making our communities stronger and allowing everyone to contribute.

We also want to hear what matters to people living, working and visiting our areas. By listening and understanding what they want and need - whether that's in Blairgowrie, Crieff, Kinross, Perth, Pitlochry; everywhere in our area - we can make everyone's lives better.

We're determined to improve how we look after our children, support local businesses, take care of our streets and neighbourhoods - and prioritise what matters to you.

Our offer is to help communities to help each other; to create opportunities for our children and young people; and to design how we work with you and your community. We're only able to do that by listening to you.

So, what's your offer? What can you do to make Perth and Kinross an even greater place to live and work?

This is our joint "Offer" and commitment of what we can all offer in our communities and areas to help people who live, work and visit Perth and Kinross to live life well.

Our Offer

- Listen, be honest, kind and respectful.

- Design our ways of working around you and your community.

- Make Perth and Kinross the best place to grow up.

- Support the growth of local businesses.

- Help local communities to help each other.

- Develop simpler processes to offer value for money.

- Become a local leader in tackling climate change.

- Work with partners to do all we can to tackle the impacts of poverty.

Your Offer

- Get involved in your community.

- Be a good neighbour, take pride in your local area and respect your surroundings.

- Have your say and let us know if we get it right.

- Help children and young people to be the best they can be.

- Buy local and support local businesses.

- Recycle, be active by walking and cycling and reduce the amount you use a vehicle.

- Get help if you need it - and give a little when you can.

Why do we need the Perth & Kinross Offer? We're determined to build new relationships within our communities.

- We know communities are better at identifying their needs and designing solutions, by focussing our efforts and resources, we can make a positive difference to people's lives.

- We want to help everyone in Perth and Kinross to support each other in the long-term.

- Another aim is to rethink how our neighbourhoods can meet all your daily needs.

- The increasing demand for services, rising costs and the changing needs of our population means it's impossible to continue delivering the same support and ways of working as we have done in the past.

What difference will the Offer make?

- People will be at the heart of everything that we do.

- People will be happier, healthier, and more resilient - with communities empowered to make decisions.

- Perth and Kinross will be a better, greener, and fairer place for people to live, learn, work, play and visit.

- Resources will be directed to where communities need them most.

- People's needs will be met in a better way, and we'll make working with us easier.

- We'll improve our digital services to make contacting and accessing services simpler.

- Staff are empowered to do what needs to be done to improve people's lives - being solution-focussed and thinking "yes".

The Perth & Kinross Offer in Action is about working with our communities and making opportunities for everyone - both businesses and residents - to play their part. We've encouraged people to volunteer in their local areas and find out more about what's going on locally. We will help the Offer to grow by promoting all of the different areas where people are helping out in their communities and proving that they have something to offer.

We also want to give everyone the opportunity to come together to have their say, help us deliver the Offer and improve how we work with our communities.

Appendix 2

Key milestones - our 5-year road map

	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27

Equalities, Empowerment & Fairness

Multi Disciplinary Model Established
- Mapping of Current Landscape
- Understanding our Localities
- Locality Frameworks Developed
- Multi Displinary Model Rolled Out

Investment Blueprint
- Mapping of Physcial Assets (Buildings & Greenspaces)
- Development a Locality Based Investment Blueprint
- Take forward Actions of the Investment Blueprint

Community Engagement

Themed Offers Developed

Economy, Education & Environment Workstreams
- Themed Offers Developed

Culture Change
- Employee Experience Offer Developed
- Leadership and Management Programme
- Organisation Development Plan Developed and Implemented
- Review support, training and investment for communities

Engagement
- Assess demand for support and identify solutions
- Develop sustainable funding solutions
- Programme of engagement
- Promote opportunities to get involved

Communication/Marketing
- Public Consultation on priorities and spend
- Plans for different themes/workstreams developed
- Marketing Strategy developed
- Integrated communication, marketing and engagement strategy

Enabling the Offer
- Budgets aligned to priorities and localities
- Governance Review
- Simpler funding processes
- Empowering communities to access funding - skills development
- Digital Strategy
- Humand Resource Policies & Workforce Plan
- Performance and Risk Management
- Customer Processes and systems refined

The Perth & Kinross Offer In Action

www.pkc.gov.uk   *(PKC Design Team - 2021242)*

everyone **The Perth & Kinross Offer**
has something to offer

Appendix 2 - Perth & Kinross Offer – An Indicative Action Plan

Year	Theme	Output/Outcome	Actions
By Year 5: Locality Multi-Disciplinary Teams - People and Place approach fully established and embedded - working with our community planning partners, local business and communities pulling together all our expertise, skills, and resources to enable greater outcomes by co-creating and co-delivering solutions.			
2022/23 (Year 1)	**Equalities**	- Enhanced relationships with communities to tackle inequality and deliver better outcomes for individuals - Consider new ways of working through establishing locality multi-disciplinary teams to deliver an integrated, flexible model of service delivery designed around people and place with a focus on enabling supportive and inclusive communities - Localities Framework agreed - Locality profiles finalised - Shared way of working across all localities initiated - Locality governance arrangements agreed	- Continue to empower decision making by local communities, with targeted budgets and resources. - Keep working to tackle discrimination and prejudice, promoting equal opportunities for all, creating a fairer Perth & Kinross - Fully understand the impact of COVID-19 on communities across Perth and Kinross, and what support is needed to recover - Work to deliver this in a step-by-step way making sure everyone understands and is engaged at each step - Gather information on what we hear from communities and localities and work together to develop solutions with a particular focus on learning from lived experiences **Locality Frameworks** - Finalise review and analysis of baseline data and resource mapping of current landscape - Agree localities - Finalise Locality Profiles - Continue to build on data/intelligence **Locality Multi-disciplinary Teams and arrangements** - Hold a series of locality workshops with Multi-Disciplinary Teams to agree priorities, actions, and ways of working - Agree initial outcomes and priorities for each locality and establish internal "commissioning" arrangements - Develop a plan for locality governance arrangements

		- Connected resources plan developed - Locality and themed Offers developed	- Consider the need for community link workers / community champions in each locality - Prepare a scope and plan for a connected resources model **Community Engagement** - Use the Place standard and 20-minute neighbourhood tools to work with Elected Members and communities to evaluate the quality of communities and identify priorities - Undertake lived experience assessments - Undertake listening events and ward meetings within communities - Work with communities, staff, Elected Members, and businesses to develop local and service specific offers e.g., Housing; Poverty; The Street; Climate Change; Locality - Engagement: Communication & Marketing Plan developed - Develop themed workstream offer
2023/24 (Year 2)		- Shared way of working established across all localities - Joint Asset Management Framework Established - Budget allocations better aligned with community priorities	- Establish a framework for strategic planning and scrutiny at locality level (Elected Members, Locality Leads, Community Representatives) - Community Asset Transfer Strategy reviewed - Implementation of connected resources plan - Budget review to support shift of budget allocation to early intervention and prevention
2024/25 (Year 3)		Self-Evaluation undertaken	- Review progress – monitor and evaluate - Identify lessons learned - Build and develop approach
2025/26 (Year 4)		Self-Evaluation undertaken	- Review progress – monitor and evaluate - Identify lessons learned - Build and develop approach

Appendix 2 - Perth & Kinross Offer – An Indicative Action Plan

2026/27 (Year 5)		Self-Evaluation undertaken	- Review progress – monitor and evaluate - Identify lessons learned - Build and develop approach
Year	**Theme**	**Output/Outcome**	**Actions**
By Year 5: Our organisational culture will be one whereby we demonstrate our values in all that we do and where staff and communities have a shared sense of ownership and pride and are empowered to make decisions.			
2022/23 (Year 1)	**Culture Change**	Our staff will feel confident and empowered and have the skills to work with and within communities All staff and Elected Members undertake the employee experience and understand the vision, Offer and organisational values and principles Staff working within locality Multi-Disciplinary Teams will have commenced training and support programme.	- Deliver the Organisational Development Plan - Develop a virtual / physical Employee Offer 'experience' which outlines all aspects of the Offer, sets clear direction, and focuses on the impact of our own values and behaviours - Enable managers to facilitate Think Yes and Unwritten Ground Rules sessions for teams – this is used to plan for the culture we all want to see, hear and experience - Develop our Leadership Programme with Leadership Masterclasses, opportunities for learning and reviewing the Development Discussion process - Ensure our staff have opportunities for wellbeing support and established ways of giving feedback on what matters to them - Review support, training, and investment for communities to ensure they have the capacity, skills and knowledge required via formal and informal opportunities such as Residents Academies, Activate and accredited learning courses - Identify actions and resources requires to enable greater levels of formal and informal volunteering such as training, certification, named contacts, insurance, support
2023/24 (Year 2)		Further extend our Culture Change Programme	- Offer the employee experience to Community Planning Partners / 3rd sector - Continue to develop/refine and embed our approach
2024/25 (Year 3)		Self-Evaluation undertaken	- Review progress – monitor and evaluate - Identify Lessons learned - Build and develop approach
2025/26 (Year 4)		Self-Evaluation undertaken	- Review progress – monitor and evaluate - Identify Lessons learned - Build and develop approach
2026/27		Self-Evaluation undertaken	Review progress – monitor and evaluate

Appendix 2 - Perth & Kinross Offer – An Indicative Action Plan

Year	Theme	Output/Outcome	Actions
(Year 5)			- Identify Lessons learned - Build and develop approach
By Year 5: We will have a better understanding of the needs of local communities as well as an improved understanding of what public bodies can offer. Communities will be fully engaged in the Offer and enabled and empowered to identify, design, and deliver their own solutions.			
2022/23 (Year 1)	**Engagement**	Hear from seldom heard groups and communities so we can understand better what matters to them and work together to achieve desired outcomes Choose the right method of engagement, for the right audience, at the right time Offer a variety of opportunities that are accessible and inclusive so everyone can be involved if they choose Work alongside our communities in areas where we can add the most value, listening to people and allowing them to give feedback in a way they choose Build capacity with our staff so they are confident and experienced in how they interact with our communities	- Develop an action plan where we outline the different opportunities for people to get involved in our work - Work with communities to identify what support, skills, and resources they need to get involved - Promote opportunities to get involved through our communications so that people are aware of what is on offer - Develop a toolkit for staff around engagement methods, tips for events and facilitation of groups - Work jointly with our established community groups to hear views, suggestions, and ideas - Tell and share stories – internally and externally. People relate to people, so we will ensure that experiences of staff and community members are at the heart of our content. - Through the development of the Locality Multi-Disciplinary Teams and delivery of the Community Learning Development plan: - continue to promote and embed wide ranging community engagement and the development of community led activities - Improve practice and develop resources to inform and support specific communities - Establish a framework for strategic planning and scrutiny at locality level - Promote the good governance toolkit to groups - Review community / public engagement approach to budget setting and informing strategic priorities

Appendix 2 - Perth & Kinross Offer – An Indicative Action Plan

Year	Theme	Output/Outcome	Actions

		Build capacity with our communities so they are confident and have the necessary support and resources to contribute and influence
		
		Community Volunteering strategy agreed
		
		Higher levels of public engagement in the budget setting process
		
		Communities will have greater support to manage their own assets
			▪ Review current arrangements and resource requirements for Community asset transfers with communities to identify any improvements
			
			▪ Review and develop our funding offer for communities:
			  o review the 1% Mainstream Participatory Budget model to align with the Offer and meet the needs of our communities
			  o Develop sustainable funding solutions e.g., Community Investment Fund; Collaborative commissioning; community link workers, seed funding etc
			  o Assess demand for support around funding applications and identify solutions
			▪ Engage with communities and communities of interest to establish the best forum for engagement e.g., Peoples' panel, Young Person's Panel etc

2023/24 (Year 2)		Continuation of Year 1	▪ Continue to refine and develop our approach
2024/25 (Year 3)		Self-Evaluation undertaken	▪ Review progress – monitor and evaluate ▪ Identify Lessons learned ▪ Build and develop approach
2025/26 (Year 4)		Self-Evaluation undertaken	▪ Review progress – monitor and evaluate ▪ Identify Lessons learned ▪ Build and develop approach
2026/27 (Year 5)		Self-Evaluation undertaken	▪ Review progress – monitor and evaluate ▪ Identify Lessons learned ▪ Build and develop approach

Appendix 2 - Perth & Kinross Offer – An Indicative Action Plan

By year 5: Our approach to communications and marketing will ensure that we make the Offer a reality for staff and communities. It will enable the Offer to come to life by supporting behaviour change, providing clarity and enabling understanding, encouraging ownership and buy in and providing reach and impact.

2022/23 (Year 1)	**Communication/Marketing**	Working closely on internal and external communications and marketing to ensure consistency and to take advantage of the interconnectedness of our audiences. For example, staff are also residents, elected members are also business people, business people are also parents etc Providing opportunities and stories for staff to understand what the Offer means for their area of the business, and to shape its development and take ownership of delivery within their sphere of influence Supporting external engagement with our partners, communities, businesses, and people Changing the conversation around the services we provide and the way we	▪ Deliver an integrated communications, marketing and engagement strategy which is flexible and aligned with the key principles and themes of the Offer, and details all campaigns and programmes being planned to support the Offer. ▪ Raise awareness of the Perth & Kinross Offer internally and externally by implementing and ensuring consistent use of the Offer branding in a way which is visible and impactful. ▪ Ensure the message of the Offer is at the heart of all our communications and marketing channels by making the connection to the themes clear in all related content. ▪ Develop a Perth & Kinross Offer toolkit for staff on how to consistently talk about the Offer, and how to share success stories. ▪ Tell and share stories. People relate to people, so we will ensure that experiences of staff and community members are at the heart of our content. ▪ Develop our channel strategy for the Offer, with a clear purpose and audience for each channel (website, social media, newsletters, local media etc), focussing on those which will have the most impact and help to reach the seldom heard.

Appendix 2 - Perth & Kinross Offer – An Indicative Action Plan

Year	Theme	Output/Outcome	Actions
		interact with our communities, by influencing the language we use and the stories we tell Ensuring we work in areas where we can add the most value and allow people the space to tell their own stories in the way which is most comfortable for them	
2023/24 (Year 2)		Continuation of Year 1	▪ Continue to refine and develop our approach
2024/25 (Year 3)		Self-Evaluation undertaken	▪ Review progress – monitor and evaluate ▪ Identify Lessons learned ▪ Build and develop approach
2025/26 (Year 4)		Self-Evaluation undertaken	▪ Review progress – monitor and evaluate ▪ Identify Lessons learned ▪ Build and develop approach
2026/27 (Year 5)		Self-Evaluation undertaken	▪ Review progress – monitor and evaluate ▪ Identify Lessons learned ▪ Build and develop approach
Year	**Theme**	**Output/Outcome**	**Actions**
By year 5: we will be flexible in how we provide our services which is centred around the people receiving them and pulled resources that enable greater effectiveness in the achievement of outcomes			
2022/23 (Year 1)	**Enablers**	HR Policies & Procedures reflect our culture and behaviours	**Human Resources** ▪ Incorporate our values and the ethos of the Offer into all HR materials and resources and processes including recruitment and induction ▪ Review our recruitment processes to reflect our values and behaviours – recruit for values and attitudes – train for skills and knowledge

Appendix 2 - Perth & Kinross Offer – An Indicative Action Plan

		Our workforce demonstrates our values and behaviours Business Systems and processes developed to embrace technological advancements Greater customer focus in the development of our systems and processes	▪ Review one to one and staff appraisals to align with the Offer and values and behaviours ▪ Review workforce planning arrangements to ensure we have the right people with the right skills doing the right things **Resources / Assets** ▪ Work with Communities and Locality teams to develop a connected resources model ▪ Identify all opportunities for shared spaces ▪ Review Budget allocation arrangements to support a shift where possible to community priorities/ needs and prevention and early intervention – (people and Place and community groups and activities, supporting grassroots activities) ▪ Progress the working smarter activity – hybrid-working, technology, property ▪ Support communities by simplifying funding processes and empowering communities to access funding **Performance and Risk Management** ▪ Take forward the modernising performance programme including system development and data analytics. **Transformation /Improvements** ▪ Establish a transformation programme to support the effective delivery of priorities and the Offer ▪ Simplify our customer processes
2023/24 (Year 2)		Continuation of Year 1	▪ Further refine and develop our approach by listening to staff, partners, and the people of Perth and Kinross.
2024/25 (Year 3)		Self-Evaluation undertaken	▪ Review progress – monitor and evaluate ▪ Identify Lessons learned ▪ Build and develop approach
2025/26 (Year 4)		Self-Evaluation undertaken	▪ Review progress – monitor and evaluate ▪ Identify Lessons learned ▪ Build and develop approach
2026/27		Self-Evaluation undertaken	▪ Review progress – monitor and evaluate

Appendix 2 - Perth & Kinross Offer – An Indicative Action Plan

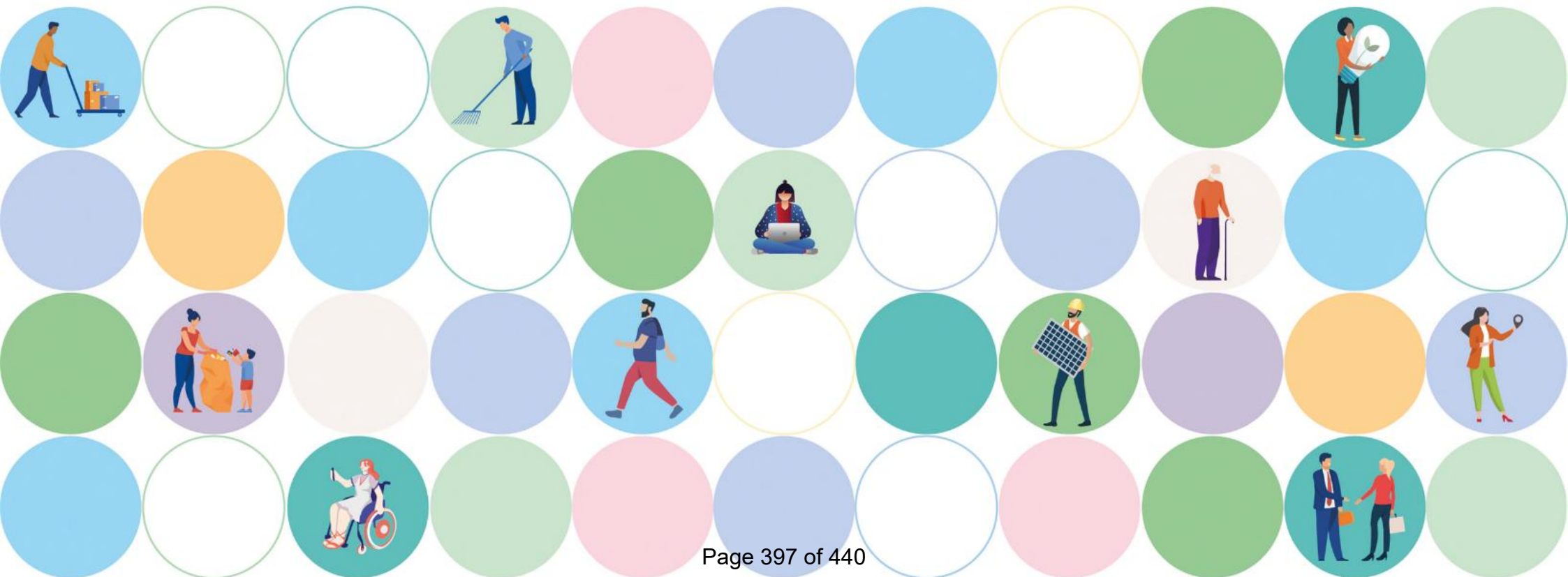| (Year 5)			- Identify Lessons learned - Build and develop approach

everyone
The Perth & Kinross Offer
has something to offer

Consultation and Engagement Feedback

PERTH & KINROSS COUNCIL

Who did we ask?

262 groups

8380 people

Local Businesses

Perth City Ambassadors

Chamber of Commerce

Communities

Residents

PKC Staff

Elected Members

Wards

Equality Groups

Community Equality Advisory Group

Perth & Kinross Association of Voluntary Service (PKAVS)

Community Planning Partnership

What did they say?

Local Businesses

Perth City Ambassadors

Chamber of Commerce

Communities

Residents

Wards

Equality Groups

Community Equality Advisory Group

Perth & Kinross Association of Voluntary Service (PKAVS)

Community Planning Partnership

Feedback on the approach

Elected Members

PKC Staff

"Our strength is in working together."

"Love it, speaks to all people – often it's the first step that is hard for people who want to get involved."

"Outstanding; Community pride at its heart."

"Positive, very clear approach; plain English, easy to understand."

What did they say?

Local Businesses

Perth City Ambassadors

Chamber of Commerce

Communities

Residents

PKC Staff

Elected Members

Wards

Equality Groups

Feedback on the approach

Community Equality Advisory Group

Perth & Kinross Association of Voluntary Service (PKAVS)

Community Planning Partnership

"Refreshing, Progressive, Inspiring, Language Fantastic, Feel empowered."

"Feeling positive and hopeful."

"Brilliant – see it through."

"Refreshing vulnerability."

"A focus on health and wellbeing of communities."

What did they say?

Local Businesses

Perth City Ambassadors

Chamber of Commerce

Communities

Residents

PKC Staff

Elected Members

Wards

Community Equality Advisory Group

Perth & Kinross Association of Voluntary Service (PKAVS)

Community Planning Partnership

Feedback on the approach

Equality Groups

"This is probably the best thing we've had in a long time because we're getting some sort of voice through this."

"It's human beings talking."

What needs to change?

Local Businesses

Perth City Ambassadors

Chamber of Commerce

Communities

Residents

PKC Staff

Elected Members

Wards

Equality Groups

Community Equality Advisory Group

Perth & Kinross Association of Voluntary Service (PKAVS)

Community Planning Partnership

"More think yes and less red tape."

"A place where not just the loudest can be heard."

"Support and enabling people."

"Risk aware not risk averse."

"More buildings for community use."

"Behaviours that support."

"Clarifying the landscape that supports communities."

"Support communities who found their own local solutions during Covid to continue."

"Honesty around the challenges faced by Councils that Community Groups can support."

"Understanding and more involvement with the Council processes for proposals."

"To be able to put people and groups in touch with each other."

"Encourage/support volunteering – one stop shop for information for new and current volunteers."

PERTH & KINROSS COUNCIL

15 December 2021

BOUNDARY COMMISSION FOR SCOTLAND – 2023 REVIEW OF UK PARLIAMENT CONSTITUENCIES – INITIAL PROPOSALS

Report by Chief Executive
(Report No. 21/247)

PURPOSE OF REPORT

This report advises that on 14 October 2021, the Boundary Commission for Scotland published its initial proposals in respect of boundaries for constituencies for the UK Parliament.

This report refers to the proposals as they affect the Perth & Kinross Council area, in relation to the existing UK Parliament constituencies of Perth & North Perthshire and Ochil & South Perthshire.

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1. BACKGROUND

1.1 The Boundary Commission for Scotland commenced the 2023 Review of UK Parliament Constituencies in January 2021. The Review is required by the Parliamentary Constituencies Act 1986 and is being conducted simultaneously by the four parliamentary Boundary Commissions in Scotland, England, Northern Ireland and Wales. The Review is to report before 1 July 2023.

1.2 The 2023 Review will see the total number of UK Parliament constituencies remain at 650. However, Scotland has been allocated 57 constituencies for the 2023 Review, a reduction of two from the current position.

1.3 For the 2023 Review:

- The legislation defines 2 Scottish island constituencies – Na h-Eileanan an Iar constituency and Orkney and Shetland constituency;

- The electorate for every other constituency in Scotland must be between 69,724 and 77,062 electors, i.e. within 5% of the UK-wide electoral quota of 73,393, unless it exceeds 12,000 square kilometres;

- No constituency may exceed 13,000 square kilometres.

1.4 The Boundary Commission for Scotland also has in place their own policy principles which are as follows:

- recognising community ties
- special geographic considerations
- local geography including transport links, other electoral and administrative boundaries, and natural features

- do not cross a council area boundary, or where not practicable propose constituencies that are each wholly within two neighbouring council areas
- minimise disruption caused by any boundary changes

1.5 The Commission published its initial proposals on 14 October 2021 and these, together with other supporting information on the review process, are available on the Commission's website at [2023 Review of UK Parliament Constituencies | The Boundary Commission for Scotland (independent.gov.uk)](independent.gov.uk).

1.6 The public consultation on the initial proposals runs from 14 October to 8 December 2021. However, officers have secured an extension from the Boundary Commission to 17 December 2021 to ensure that the position of the Council is reflected in the consultation.

2. PROPOSALS

2.1 The Commission has developed the initial proposals using electorate data from 2 March 2020.

2.2 Eighteen existing constituencies are within the electorate quota for the 2023

2.3 Due to the reduction in the number of constituencies, and the requirements for each constituency to have a number of electors within set limits, significant changes to existing constituencies have been proposed.

Perth & Kinross Council Area

Existing Constituencies

2.4 At present, there are two UK Parliament constituencies covering the Perth & Kinross Council area:

- Perth & North Perthshire – March 2020 Electorate – 73,523
- Ochil & South Perthshire North Tayside – March 2020 Electorate – 80,381

Proposed Constituencies

2.5 In its initial proposals, the Commission has proposed the following county constituencies covering the Perth & Kinross Council area, which are set out in the following table – maps showing the proposals are attached as Appendices 1 and 2 to this report:

New Constituency	Total Electorate	Wards Included (& Electorate)
Angus and Strathmore	72,775	Ward 1 - Carse of Gowrie (part) – 413 Ward 2 - Strathmore – 11,971 Ward 3 - Blairgowrie and Glens – 8,713

Dundee West and Gowrie	75,161	Ward 1 - Carse of Gowrie (part) – 7,514
Glenrothes and Loch Leven	74,155	Ward 8 - Kinross-shire (part) – 9,460
Perth and Tay	74,589	Ward 4 - Highland – 7,160 Ward 5 - Strathtay – 9,243 Ward 6 -Strathearn – 8,360 Ward 7 - Strathallan – 8,959 Ward 9 - Almond and Earn – 7,698 Ward 10 - Perth City South – 12,922 Ward 11 - Perth City North – 8,685 Ward 12 - Perth City Centre – 11,562
West Fife	74,589	Ward 8 -Kinross-shire (part) – 1,780

3. LOCAL IMPLICATIONS

3.1 The implications of the initial proposals in the 2023 review of UK Parliamentary are wide ranging for several communities across Perth and Kinross.

3.2 The design of the proposed UK Parliament constituencies is beyond any historical constituency boundaries that may have been recognised previously.

3.3 Furthermore, the splitting of the Council area across five new UK Parliament constituencies and their resulting design does not, in the opinion of officers, meet with the policy principles set out by the Commission, namely -

- recognising community ties
- special geographic considerations
- local geography including transport links, other electoral and administrative boundaries, and natural features
- do not cross a council area boundary, or where not practicable propose constituencies that are each wholly within two neighbouring council areas
- minimise disruption caused by any boundary changes

3.4 Officers consider that the grouping of communities with little in common and where there is a keen sense of identity is likely to be contentious for those impacted. It is considered that this will have a negative impact on voter participation and awareness and cause voter confusion

3.5 The quality of representation would suffer for the Perth and Kinross area, due to the area being represented by five different Members of Parliament. These members will have to build new relationships with these revised areas that have differing demographics, economic and social issues.

3.6 Due to the proposed boundary changes, the initial proposals are likely to be disruptive to community organisations.

3.7   In terms of administering the UK Parliament elections, these proposals will cause significant administrative issues for the Tayside Valuation Joint Board in administering the electoral register and the Council in both conducting the election and in establishing and maintaining working relationships with five MPs.

3.8   Under the current arrangements for the administration of a UK Parliamentary election, Perth & Kinross Council works closely with one other Council (Clackmannanshire) for Perth and Kinross voters who fall within the Ochil and South Perthshire Constituency. Under the new Boundary Commission proposals Perth & Kinross Council would be required to liaise with three other Councils for the four new constituencies that will include Perth and Kinross voters. This will lead to confusion for prospective candidates, agents, voters and other stakeholders as well as have significant implications for officers and most importantly communities.

4.   CONSULTATION

4.1   The Commission published its proposals on its interactive consultation portal at www.bcs2023review.com.

4.2   Copies of the maps illustrating the provisional proposals were supplied to political group leaders, and all elected members were made aware that the proposals were available to download from the Commission's website.

4.3   In early 2022, the Boundary Commission will publish all comments received during the initial consultation period. At this time the Boundary Commission will invite further comments and hold between two and five public meetings. In late 2022, revised proposals may be published for consultation. Final recommendations will be published before 1 July 2023.

5.   CONCLUSION AND RECOMMENDATIONS

5.1   The Boundary Commission for Scotland has commenced the 2023 review of the boundaries for the UK Parliament constituencies and published its initial proposals on 14 October 2021. In relation to the Perth & Kinross Council area, these revised proposals are for five new constituencies – namely Angus and Strathmore, Dundee West and Gowrie, Glenrothes and Loch Leven, Perth and Tay and West Fife.

5.2   The initial proposals contained within the 2023 Review are not considered to be consistent with the Boundary Commissions own stated principles and the proposals will, if implemented, have a significant impact on communities across Perth and Kinross and lead to increased administration for the Council in administering future UK Parliamentary elections.

5.3   It is recommended that the Council:

(a)   consider and note the initial proposals by the Boundary Commission for Scotland in respect of the 2023 review of the boundaries of the UK

Parliament constituencies in the Perth & Kinross Council area as outlined in Paragraph 2.5 of this report.

(b)   agree to submit a consultation response to the Boundary Commission for Scotland, in line with the concerns highlighted within the report and provide further direction on the content of any submission.

(c)   instructs the Chief Executive to respond to the Commission by 17 December 2021, on the basis that a response is to be provided.

Author

Name	Designation	Contact Details
Scott Walker	Election Manager	Committee@pkc.gov.uk

Approved

Name	Designation	Date
Thomas Glen	Chief Executive	6 December 2021

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	**N/A**
Corporate Plan	**N/A**
Resource Implications	
Financial	**N/A**
Workforce	**N/A**
Asset Management (land, property, IST)	**N/A**
Assessments	
Equality Impact Assessment	**N/A**
Strategic Environmental Assessment	**N/A**
Sustainability (community, economic, environmental)	**N/A**
Legal and Governance	**N/A**
Risk	**N/A**
Consultation	
Internal	**N/A**
External	**N/A**
Communication	
Communications Plan	**N/A**

1. Strategic Implications

Community Plan / Single Outcome Agreement

1.1 The proposals set out in this report do not relate directly to the achievement of priorities in the Community Plan / Single Outcome Agreement.

Corporate Plan

1.2 The proposals set out in this report do not relate directly to the achievement of the Council's Corporate Plan Priorities.

2. Resource Implications

Financial

2.1 There are no financial implications arising directly from the proposals set out in this report.

Workforce

2.2 There are no workforce implications arising directly from the proposals set out in this report.

Asset Management (land, property, IT)

2.3 There are no asset management implications arising directly from the proposals set out in this report.

3. Assessments

3.1 No assessments have been undertaken in in relation to the proposals set out in this report.

Legal and Governance

3.2 There are no legal and governance implications arising directly from the proposals set out in this report.

Risk

3.3 No key risks have been identified in relation to the proposals set out in this report.

4. Consultation

Internal

4.1 There has been no internal consultation in relation to the proposals set out in this report.

External

4.2 There has been no external consultation in relation to the proposals set out in this report.

5. Communication

5.1 There is no requirement for the Council to undertake communications activity in relation to the proposals set out in this report.

2. BACKGROUND PAPERS

No background papers other than those referred to in this report were relied on in preparing the report.

3. APPENDICES

Appendix 1 – Angus & Strathmore County Constituency
Appendix 2 – Dundee West & Gowrie County Constituency
Appendix 3 – Glenrothes and Loch Leven County Constituency
Appendix 4 – Perth and Tay County Constituency
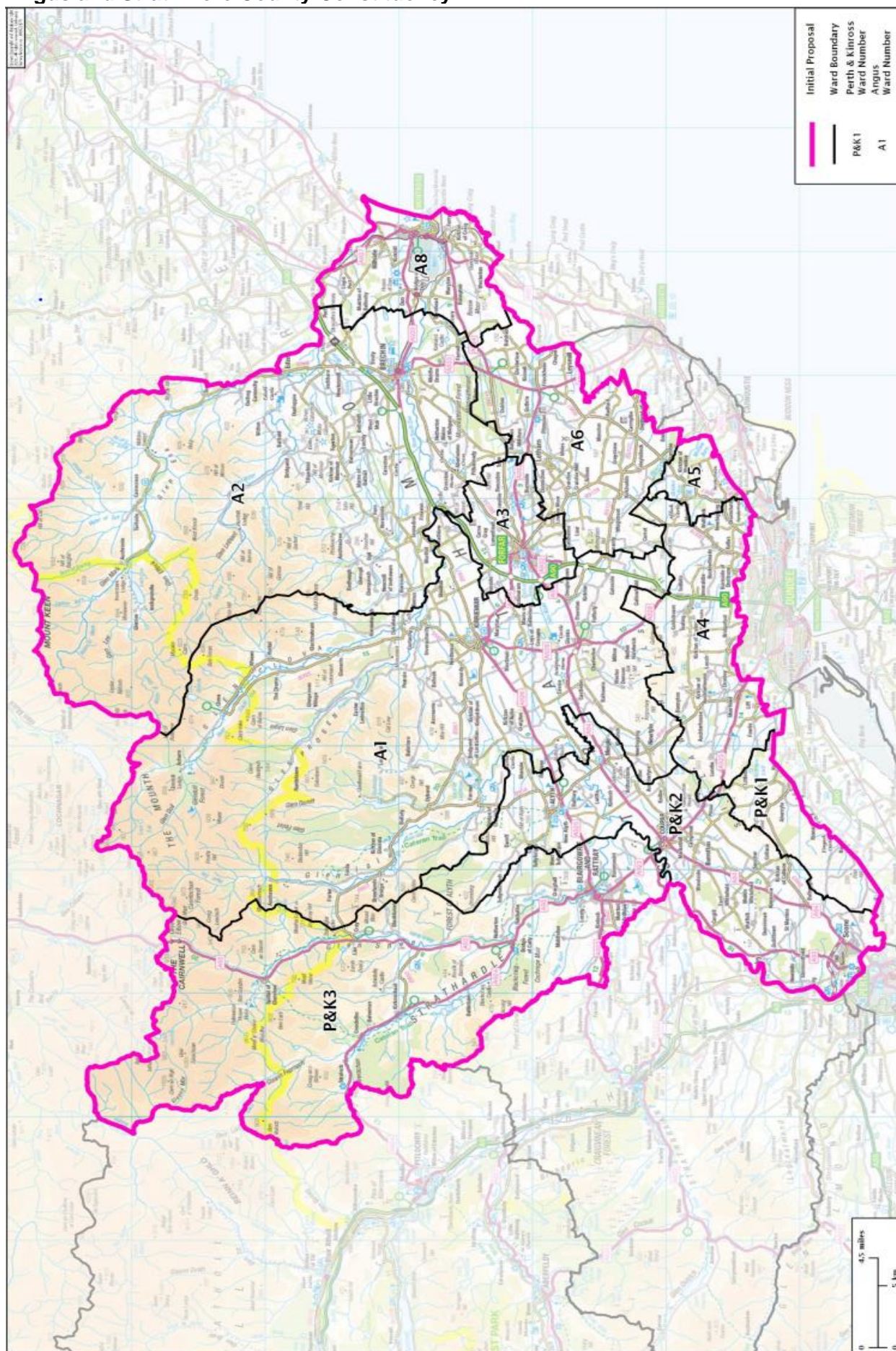Appendix 5 – West Fife County Constituency

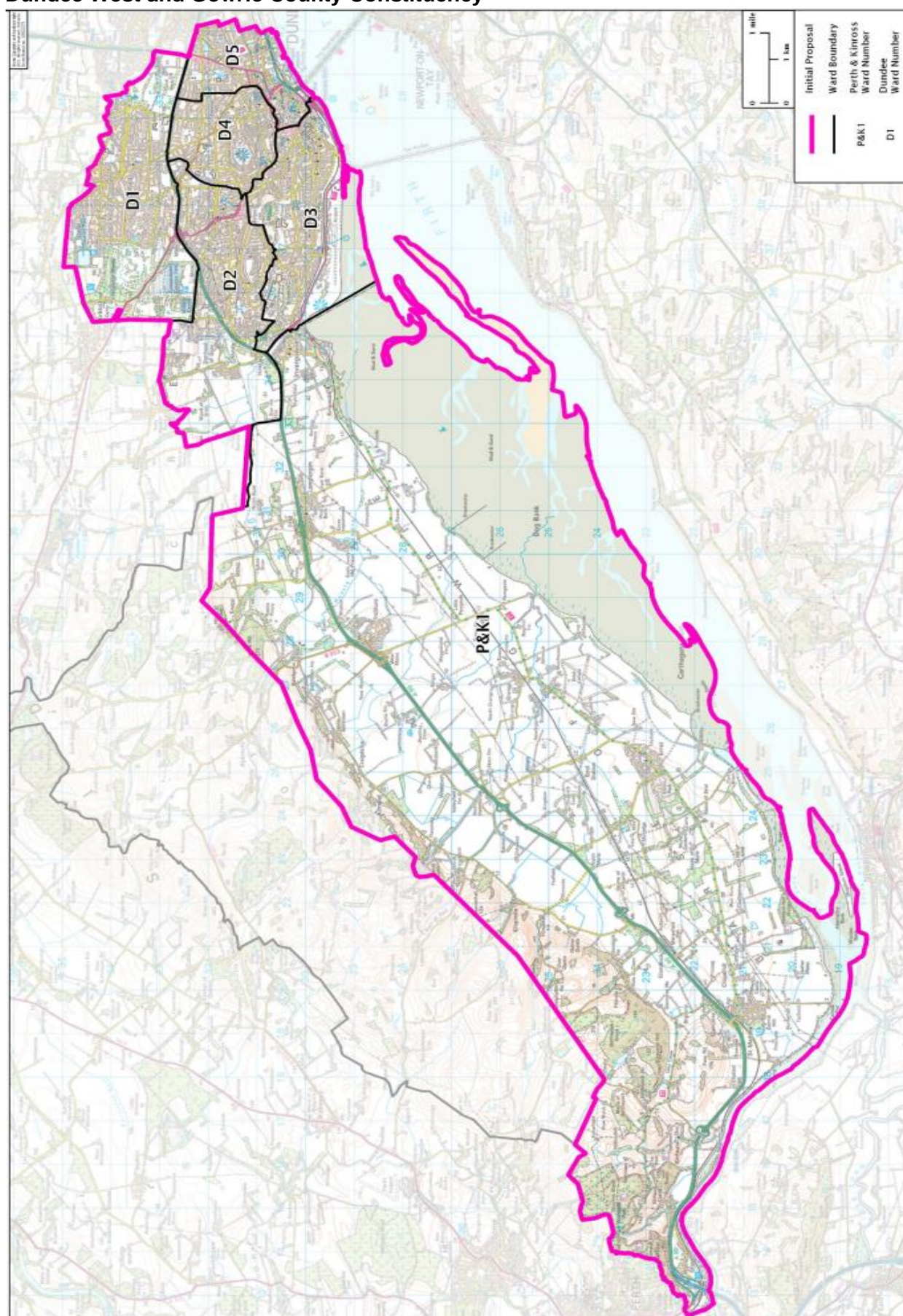**2023 Review of UK Parliament Constituencies – Initial Proposals**
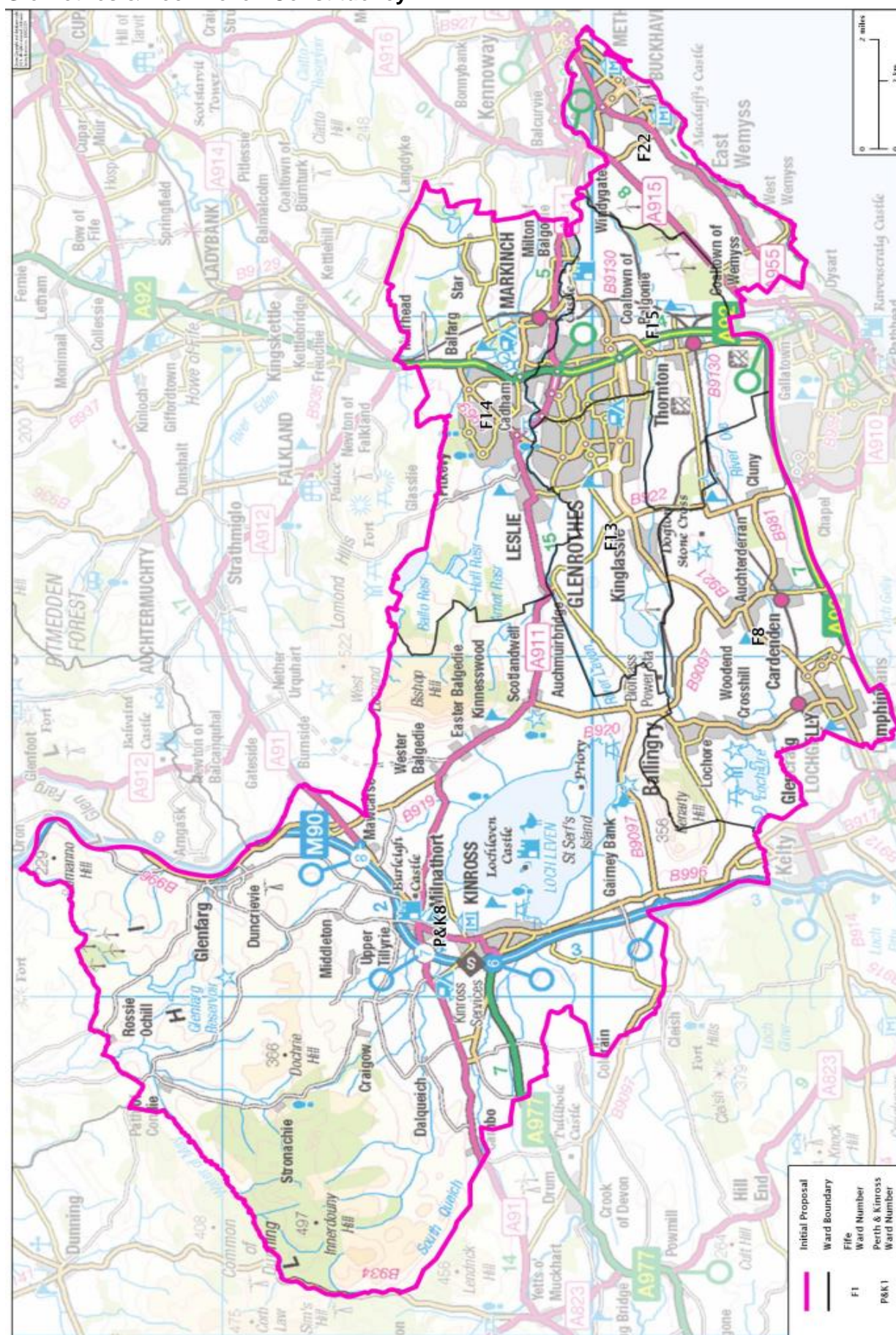**Angus and Strathmore County Constituency**

2023 Review of UK Parliament Constituencies – Initial Proposals
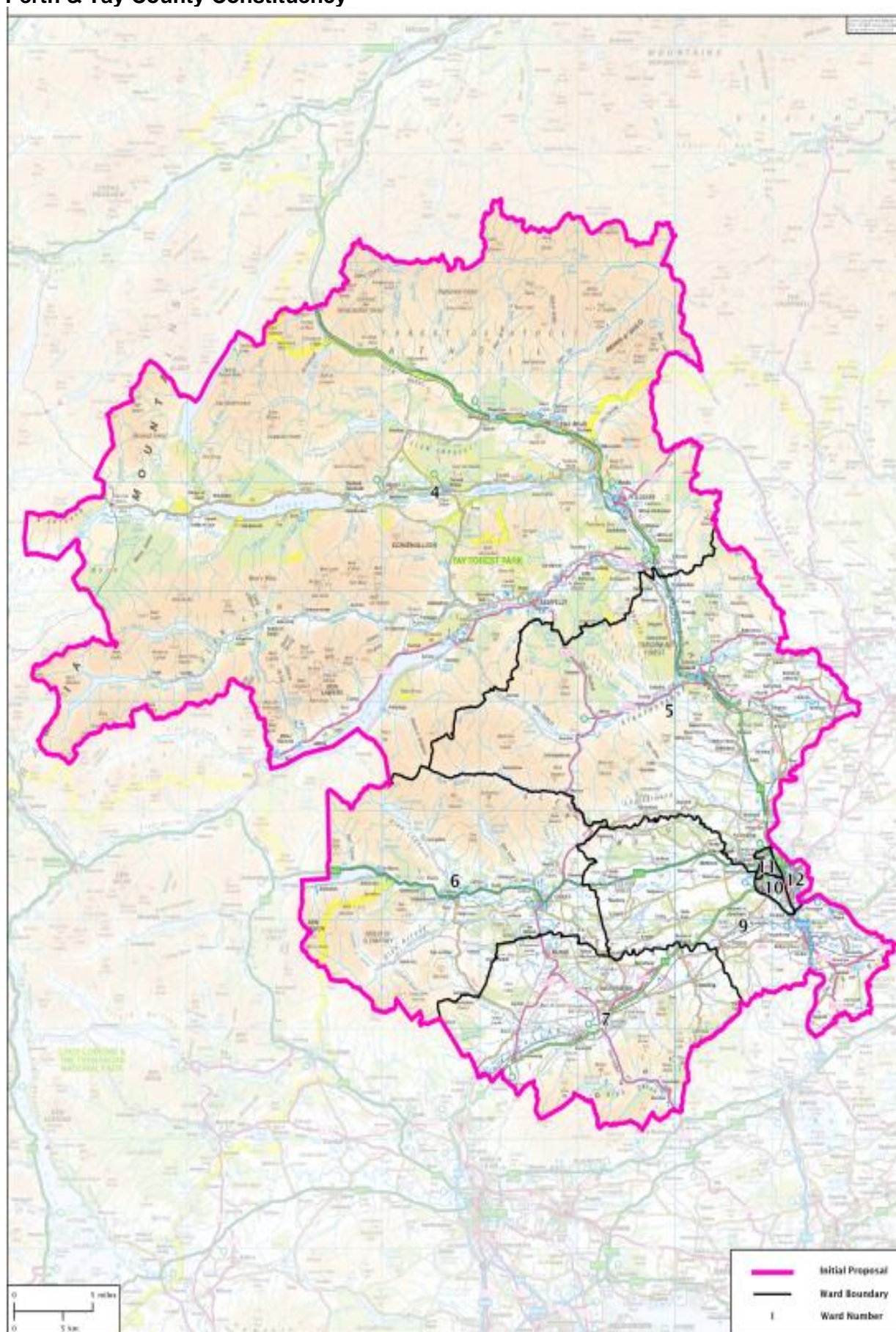**Dundee West and Gowrie County Constituency**

**2023 Review of UK Parliament Constituencies – Initial Proposals
Glenrothes & Loch Leven Constituency**

2023 Review of UK Parliament Constituencies – Initial Proposals
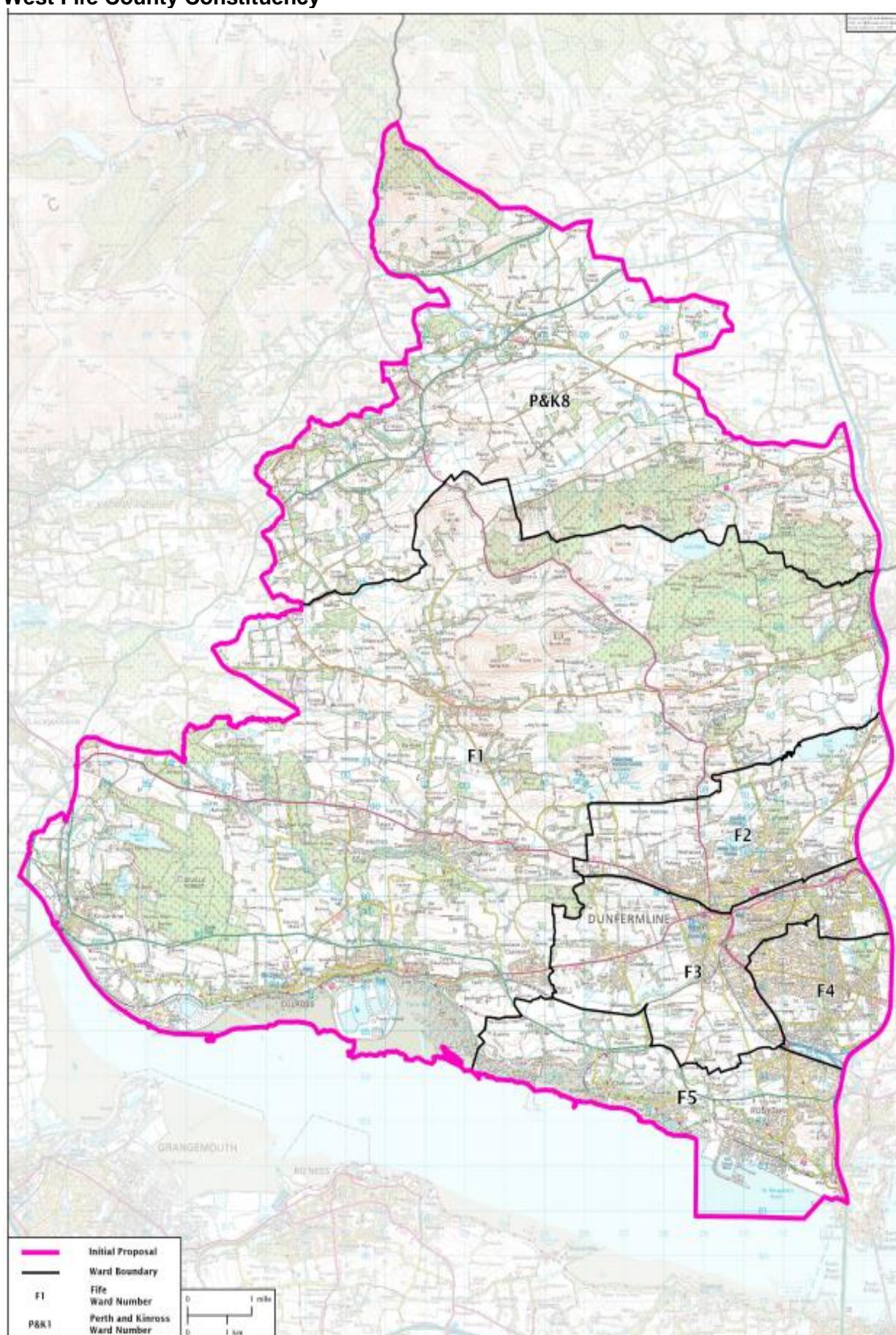**Perth & Tay County Constituency**

2023 Review of UK Parliament Constituencies – Initial Proposals
West Fife County Constituency

PERTH AND KINROSS COUNCIL

15 DECEMBER 2021

PETITIONS PROCEDURE
.
Report by Head of Legal and Governance Services
(Report No. 21/248)

PURPOSE OF REPORT

This report presents the petitions procedure for approval as an appendix to the Council's Standing Orders.

---

1.   BACKGROUND / MAIN ISSUES

1.1   It was agreed at a meeting of the Governance Member/Officer Working Group that a formal procedure would be included as an appendix to the revised Standing Orders to ensure a consistent approach to the receipt and consideration of petitions.

1.2   The petitions procedure remained outstanding at the time of the Council meeting of 23 June 2021, when the revised Standing Orders for the regulation of the business of the Council in terms of Paragraph 8, Schedule 7 of the Local Government (Scotland) Act 1973, were agreed.

1.3   The petitions procedure attached to this report (Appendix 1) now requires to be formally incorporated into the Council's approved Standing Orders.

2.   PROPOSAL

2.1   It is proposed that the petitions procedure as attached at Appendix 1 to this report be agreed.

2.2   Perth & Kinross Council works to ensure that the democratic process is open, transparent and as accessible to the public as possible.

2.3   Petitions are one way for individuals, communities, groups or businesses to raise issues with the Council and to be involved in the Council's decision-making process.

2.4   The proposed petitions procedure sets out the areas of Council business that can / cannot competently be the subject of a petition and the process for submission.

2.5   Petitions will be accepted in community languages and other formats. Interpretation and translation services, including British Sign Language, will be arranged, if required.

2.6   A standard form for submitting a petition will be available from the Council's website www.pkc.gov.uk/petitions (to be created) which guides the petitioners through the process.

2.7   Petitioners are encouraged to include a clear statement of no more than 250 words which covers the purpose of the petition and details of the results which the petitioner expects to achieve.

2.8   Sections 10 and 11 of the procedure outlines the steps taken to have the petition heard at a relevant Committee and allows for petitioners to have the opportunity to make a statement to Committee.

3.   CONCLUSION AND RECOMMENDATION

3.1   The formalisation of the Petitions Procedure will ensure a consistency of approach in dealing with petitions; providing individuals, communities, groups or businesses an opportunity to raise particular issues with the Council and to be involved in the Council's decision-making process.

3.2   Council is asked to: -

(i)   approve the petitions procedure as set out in Appendix 1 of the report;
(ii)   formally incorporate the petitions procedure into the Council's approved Standing Orders.

Author

Name	Designation	Contact Details
Lisa Simpson	Head of Legal and Governance Services	committee@pkc.gov.uk

Approved

Name	Designation	Date
Karen Donaldson	Chief Operating Officer	11 November 2021

1.   IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	N/A
Corporate Plan	N/A
Resource Implications	
Financial	N/A
Workforce	Yes
Asset Management (land, property, IST)	N/A
Assessments	
Equality Impact Assessment	N/A
Strategic Environmental Assessment	N/A
Sustainability (community, economic, environmental)	N/A
Legal and Governance	Yes
Risk	N/A
Consultation	
Internal	Yes
External	No
Communication	
Communications Plan	N/A

1.   Strategic Implications

Community Plan/Single Outcome Agreement

1.1   N/A

Corporate Plan

1.2   N/A

2.   Resource Implications

Financial

2.1   N/A

Workforce

2.2   The procedure outlined in this report will require additional resources, this will be considered as part of the review of staffing within Democratic Services.

Asset Management (land, property, IT)

2.3   N/A

3. **Assessments**

3.1 <u>Equality Impact Assessment</u>

N/A

3.2 <u>Strategic Environmental Assessment</u>

N/A

3.3 <u>Sustainability</u>

N/A

<u>Legal and Governance</u>

3.4 The Head of Legal and Governance Services has been consulted on the contents of this report.

3.5 <u>Risk</u>

N/A

4. **Consultation**

<u>Internal</u>

4.1 The revised petitions procedure has been shared with the Governance Member/Officer Working Group.

5. **Communication**

5.1 The Council's Petition Procedure will be available on the Council's website at www.pkc.gov.uk/petitions and as an appendix to the Council's Standing Orders.

2. **BACKGROUND PAPERS**

N/A

3. **APPENDICES**

Appendix 1: Petitions Procedure

**Perth and Kinross Council
Petitions Procedure**

Date TBC

1

**Perth and Kinross Council
Petitions Procedure**

Contents page

TO BE FINALISED

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1. Introduction

Perth and Kinross Council aims not only to deliver services which meet the needs of citizens and communities but also to make its decision-making process, open and transparent and as accessible to people, as possible.

The petitions process is one way for individuals, communities, groups or businesses to raise issues with the Council and to be involved in the Council's decision-making process.

Note – Councillors may not submit a petition as they have other methods to progress an issue on behalf of a constituent(s). In addition, in signing a petition a councillor may create a conflict of interest for themselves if they sit on the committee which will hear the petition.

2. Issues that can be considered

Petitions should be about services provided by the Council or issues that affect you or your community that the Council is involved in.

Petitioners may freely disagree with the Council and/or call for changes in policy and the Council will accept petitions about most issues. There are some matters/issues that the Head of Legal and Governance would not consider to be appropriate to deal with by way of a petition, usually because such matters are dealt with by some other legal or corporate process. These are detailed in Section 3 below. A final decision on whether a petition is to be considered will be taken by the Head of Legal and Governance Services, in consultation with the relevant Committee Convener.

3. Issues that are not considered appropriate for the Petitions Procedure

- ➢ Matters which are the subject of individual planning, licensing or other similar regulatory processes where there are already procedures in place to consider objections and an appeal against a decision.
- ➢ Matters which are subject to a specific statutory or administrative process (for example, school placing request refusal appeals).
- ➢ Matters which are the subject of current or anticipated court proceedings.
- ➢ Matters which have been raised through the Council's Complaints Procedure and the process is not yet completed.
- ➢ Matters relating to employees' terms and conditions of employment.
- ➢ Operational business matters (for example, individual or personal issues such as housing allocations or a neighbour dispute).
- ➢ Issues affecting an individual business interest.
- ➢ Complaints against individual councillors, Council staff or other individuals. These matters will either be dealt with by the Standards Commission or the Council's Complaints Procedure.
- ➢ An allegation that an individual or organisation has broken the law as this is a police matter.

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- ➢ Matters which have been the subject of a decision taken by the Council, a committee or joint committee within the past 6 months.
- ➢ A matter which is identical or similar to another petition considered during the preceding 12 months.
- ➢ Any matter which is potentially unlawful or deemed by the Head of Legal and Governance Services to be out with the Council's statutory powers.

4. Action before submitting a petition

In addition to considering the information in Section 3, petitioners may also wish to consider the following before submitting a petition:

- Have you raised the issue with the relevant local elected member or with a Member of Parliament, Member of the Scottish Parliament, Community Council or Area Action Partnership?
- Is the subject of your petition covered as part of a current consultation exercise or engagement process?
- Is the issue something that has been or could be submitted as a Freedom of Information request?
- Is the matter already scheduled to be considered as an item of business at a Council / Committee / Sub-Committee meeting?

Petitioners should ensure that any relevant correspondence is included as supporting information and submitted with the petition.

5. Submitting a petition

To assist, a form for petitions is included as an Appendix to this procedure and can be downloaded from the Council's website at www.pkc.gov.uk/petitions - *to be created*.

Petitions can be submitted by email to petitions@pkc.gov.uk, by post or by hand. For all petitions submitted by email, by post or by hand, there are some basic requirements.

The petition should be titled and include a clear statement of no more than 250 words which covers the purpose of the petition and details of the results which the petitioners expect to achieve.

A petition **must** include the following:-

- i. the **name** of the **principal petitioner** who must be on the Register of Electors for the Council area or be a secondary school pupil on the roll of a secondary school in the Council area or in the case of a local business be on the Valuation Roll for the Council area;
- ii. the **contact address** of the **principal petitioner** to which all communications should be sent;

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iii. the **name, address and signature** of any person(s) supporting the petition unless the petition is supported by a community council (see below).

Names and addresses can be gathered both online and on paper. If there are to be both online and paper versions of the petition, please remove repeat / duplicate names before submitting the petition.

For paper petitions, it would be helpful if petitions were typewritten or completed using a black pen. If petitioners have any special requirements, they should email petitions@pkc.gov.uk .

A petition **must** be supported by:-

Petition by individual / community / group - at least 25 signatures from people who live in the Council area and are on the Register of Electors and/or secondary school pupils on the roll of secondary schools within the Council area.

OR the support of the relevant community council.

Note - Fewer signatories may be accepted where the issue concerns a small community which could not reasonably be expected to raise 25 signatories. This discretion may be exercised by the Democratic Services Manager.

Petition from local business(es) - at least 5 other businesses on the Valuation Roll for the Council area

OR the relevant community council.

If the petition is supported by a **community council**, a community council office bearer must countersign the petition, and a copy of the minutes of the relevant community council meeting should be included as supporting information.

6. Support and help with a petition

We will accept petitions in community languages and other formats. We will also arrange for interpretation and translation services, including British Sign Language if you need it. We will take account of your needs when making arrangements to hear petitions. If you need any support, you or your representative, should discuss these with the Democratic Services Manager.

7. How to send in petitions

When the principal petitioner is satisfied that the petition meets the criteria outlined in this procedure, the petition should be submitted to the Council's Democratic Services Manager at petitions@pkc.gov.uk or by post / by hand clearly marked for the attention of the Democratic Services Manager, Council Building, 2 High Street, Perth PH1 5PH.

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A written acknowledgement will be sent to the principal petitioner upon receipt of the petition.

8.   Validation of petitions

The Council validates (or checks) each petition, and a certain amount of support must be included before consideration of the petition can begin.

During validation, the petition will be checked for: -

- ➢ Completeness
- ➢ Number of signatories and their qualification
- ➢ Compliance with the criteria set out in Sections 3 and 5 of this procedure.

If the petition is valid then the next steps in the process are outlined in Sections 10 and 11 below.

If the petition is not valid, the petition will be returned to the principal petitioner by the Democratic Services Manager outlining the reasons for return.

9.   Privacy policy and content of petitions

Information about any individual will not be used for any other purpose than in relation to the petition. Information on how the Council collects and uses information can be found at http://www.pkc.gov.uk/dataprotection.

Once a petition has been submitted, validated and acknowledged, the information will be made available for public access on the Council's website at www.pkc.gov.uk/petitions .

Petitioners should therefore take care not to include any information in the wording of their petition that they would not wish to be made available to the public. The name of the principal petitioner will usually be publicly available but details of individual signatories will not be disclosed to the public.

In exceptional circumstances, the Democratic Services Manager may agree that the name and address of the principal petitioner is not made publicly available. If you wish to request that your name is withheld, please email petitions@pkc.gov.uk.

- Petitioners must make sure that the Petition does not include: false, offensive or insulting statements
- information which is protected by any court order
- information which is commercially sensitive or confidential
- information likely to cause personal distress, injury or loss to an individual
- the names of individual officers of public bodies

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- the names of other individuals or information whereby they may be easily identified
- offensive language
- duplicate names

Signatories to a petition should not enter the name of another individual as a signatory unless they are in possession of a signed mandate authorising them to do so.

10. Consideration of petitions

Once the petition has been validated, wherever possible it will be considered at the next available meeting of the relevant Committee, subject to the management of business on the agenda for the meeting.

The Democratic Services Manager, in consultation with the Chief Executive / relevant Executive Director(s) and Convener(s), will determine which Committee is the relevant one.

If the petition is received **within 3 weeks** of the date of the next meeting of the relevant Committee, consideration of the petition will be deferred to the next available meeting of that Committee after that.

As soon as the date of the meeting at which the petition will be considered is known, the principal petitioner will be advised of the date, time and venue for the meeting.

The principal petitioner should indicate on the form whether or not they wish to have the opportunity to make a statement before the Committee.

The relevant Executive Director will also prepare a briefing report for the Committee outlining the issues raised in the petition and the preliminary response to these issues. This report will be included in the agenda for the Committee meeting and the principal petitioner will be provided with a copy of this report as soon as the agenda papers are issued.

Where the issues raised in the petition are particularly complex and may require further investigation or consultation with officers or third parties, the principal petitioner will be advised that formal consideration of the petition will be deferred to a future meeting to allow all relevant information to be gathered and presented.

11. Attending the committee meeting

If the principal petitioner has indicated that they wish to have the opportunity to make a statement before the Committee, the Committee will consider that request. If the Committee agrees to the request, the principal petitioner will introduce their petition with a time limit of 10 minutes allowed for speaking.

Any local member, who is not a member of the relevant Committee may, with

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the consent of the Committee, address the Committee for no more than 5 minutes in relation to the issues raised in the petition.

The Committee will consider petition and take any of the following actions;-

i. decide that the issues raised do not require any further action to be taken by the Council; or
ii. instruct immediate action in response to the issues raised by the Petition; or refer the petition to the relevant Executive Director, in consultation with the Convener and Vice Convener(s), for consideration, without specific direction as to action; or
iii. refer consideration of the petition to another Committee or full Council; or
iv. continue consideration of the petition at the next meeting of the Committee, pending the submission of further information.

Following the Committee, the principal petitioner will be advised in writing of the Committee's decision.

12. Petitions log

Every valid petition submitted to the Council will be added to the petitions log on the Council's website. Petitions will be identified as live (actively being pursued) or closed. The principal petitioner will be kept advised of the progress of the petition throughout the process. All information regarding a petition will be retained in line with the Council's relevant retention schedule.

13. Contact information

All correspondence and enquiries should be directed to: -

Democratic Services Manager
Council Building
2 High Street
Perth
PH1 5PH

Email petitions@pkc.gov.uk

PETITIONS FORM

If you wish to submit a petition for consideration by Committee, please complete this template.

Please refer to the Protocol on Petitions before completing the template. If you require any further information or advice, please contact the Democratic Services Manager whose details are provided at the end of this form.

Details of Principal Petitioner
Please enter the name of person and organisation (if applicable) raising the petition. Please include a contact address to which correspondence may be sent, a contact telephone number and e-mail address if available.

Name:

Address:

Tel No:

E mail:

Title of Petition ………………………………………………………………
Petition Statement - Please state (**in no more than 250 words**) what action the Petitioner wishes the Council to take.

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Action Taken (if any) to Resolve Issues of Concern before Submitting the Petition

Before a petition is submitted, petitioners are expected to have taken reasonable steps in attempting to resolve the issues.

Please enter below details of any individuals or organisations approached. Copies of correspondence, including any responses, should be appended. This information will be made available to the Committee prior to its consideration of the Petition.

Appearance before Petitions Committee

Petitioners may have the opportunity to appear before the Committee to speak in support of their petition. Petitioners should indicate whether they wish to make a brief statement to the Committee when it is considering the petition. Note – Proceedings of meetings of the Council, Committees or Sub-Committees held in the Council Chamber at 2 High Street, Perth, and which are open to the public (with the exception of the Licensing Committee) are broadcast live online and recorded / uploaded to the Council's YouTube page.

*I DO wish the opportunity to make a brief statement before the Committee   ☐

*I DO NOT wish to make a brief statement before the Committee   ☐

* tick as appropriate

Signature of Principal Petitioner

When satisfied that the petition meets all the criteria outlined in the Guidance on Petitions, the Principal Petitioner should sign and date the form in the box below.

Any additional sheets of signatures should be appended to the form.

Signature ………………………………………….. **Date** ……………………………….

Name in block capitals ………………………………………

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PETITION TITLE: _____

A petition must be supported by:-
at least 25 signatories from people who live in the Council area and are on the Register of Electors and/or school pupils on the school roll of secondary schools within the Council area **OR** have the support of the relevant Community Council by means of a Community Council Office Bearer countersigning the petition at the appropriate point and attaching a copy of the minutes of the Community Council meeting when the support was approved. (see Form C)

NAME	ADDRESS (inc Postcode)	SIGNATURE
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		

13.		
14.		
15.		
16.		
17.		
18.		
19.		
20.		
21.		
22.		
23.		
24.		
25.		

*Add additional sheets if required

Form B

PETITION SUBMITTED BY LOCAL BUSINESS(ES)

PETITION TITLE: _____

A petition must be supported by:-

at least 5 other businesses on the Valuation Roll **OR** have the support of the relevant Community Council by means of a Community Council Office Bearer countersigning the petition at the appropriate point and attaching a copy of the minutes of the Community Council meeting when the support was approved.

Name and Position held within Business	Address of Business (inc Postcode)	Signature
1.		
2.		
3.		
4.		
5.		

Or

Support of Community Council

Signature ……………………………………………………. Date ……………………………….

(Office Bearer ……………………………………… Community Council)

Submission

Please submit the original form and attachments to:-

Democratic Services Manager
petitions@pkc.gov.uk
Perth and Kinross Council
Council Building
2 High Street
Perth
PH1 5PH

Form C

PETITION TITLE: _____

SUPPORT OF COMMUNITY COUNCIL

Signature …………………………………………….. **Date** ……………………………….

(Office Bearer ……………………………………… **Community Council)**

* Please include the minutes of the Community Council meeting when the support was approved

Submission

Please submit the original form and attachments to:-

Democratic Services Manager

petitions@pkc.gov.uk
Perth and Kinross Council
Council Building
2 High Street
Perth
PH1 5PH

Petitions Log

For information or assistance please contact the Democratic Services Manager at petitions@pkc.gov.uk

Ref No.	Petitioner	Subject	Appropriate Committee	Valid/ Not Valid	Status (actively being pursued or closed)	Outcome